



Media Service Guidelines for  
FIS World Ski Championships  
FIS World Cup

EDITION 2013

## Table of contents

### I Preface

1. Introduction	page 3
2. How to use these guidelines	page 4
3. Executive Summary: At a glance...	page 6

### II Media Services

1. Media Organization	page 10
2. Media Facilities	page 12
2.1 Main Media Center	page 12
2.2 Mixed Zone	page 16
3. Media Service	page 21
4. Photo Service	page 24
5. TV/Radio Service and Infrastructure	page 26
6. Media Logistics	page 28
6.1 Accreditation	page 28
6.2 Accommodation	page 30
6.3 Transport/Parking	page 31
6.4 Catering	page 32
6.5 Technology	page 33
7. Communication	page 35
7.1 Event Website	page 35
7.2 PR	page 36
7.3 Social Media	page 38

### III Appendix

1. Job descriptions	page 40
1.1 Chief of Media	page 40
1.2 Chief of Photographers	page 42
1.3 TV/Radio Coordinator	page 43
1.4 Mixed Zone Coordinator	page 44
1.5 Media Center Manager	page 45
1.6 Key volunteers	page 46
2. Internet Access	page 47
3. On-course Photographer rules and regulations	page 48
4. On-course waiver	page 49
5. Suggested content for website	page 50
6. Checklist for Media Services	page 51

## **I Preface**

### **1. Introduction**

The majority of people who experience a FIS event do so through the media (TV, radio, newspapers, and internet). The contributions of the media to the promotion of our sport are fundamental. It is an on-going process of which the major events, such as the FIS World Championships and the annual FIS World Cup series, represent the apex, supported by thousands of smaller FIS events. The provision of excellent media services and working facilities that encourage positive reporting from competitions should be a priority.

The athletes are the stars of a competition, and a major reason that media attend an event on-site. Today, top athletes are professionals who appreciate the value of the media for promotion. Facilitating cooperation between athletes and media is a key LOC challenge.

The target groups for a LOC's Media Service are:

- Print journalists working for news agencies, newspapers, websites and other media
- Photographers working for photo agencies, newspapers, websites and other media
- Reporters/commentators working for rights holding radio/TV
- Reporters/commentators working for non-rights holding radio/TV
- Cameramen/technical staff working for any radio/TV

#### **These guidelines:**

- Are a tool for organizers of FIS events for media management
- Provide the minimum standards to ensure top quality and consistency
- Can be used as a guide for every phase of event organization
- Propose actions in each area of preparation and operations

#### **Who are they for?**

These have been written for the Chief of Media of FIS World Ski Championships and FIS World Cup events across the FIS disciplines.

Please note: Smaller events with less media on site are not required to implement all details in these guidelines. In the case of medium-sized events (15-30 media), several roles can be carried out by a single person and the scope of the operations adjusted to the needs.

#### **For questions and suggestions**

Contact Jenny Wiedeke, FIS Communication Manager, at [communications@fisski.com](mailto:communications@fisski.com)

## 2. How to use these guidelines

This toolkit is organized into seven chapters and includes checklists as appendix. The guidelines document is meant to be used in preparation, while the checklist is used in the operational phase. Each chapter consists of a description, overall objectives, practical information and standards to be followed.

### In these guidelines we define four different levels:

- Level 1: small event with few media representatives
- Level 2: medium World Cup event with 15-30 media attending
- Level 3: large World Cup events /finals with more than 30 media attending
- Level 4: FIS World Championships

Symbol for best practice



Symbol for useful documents



Symbol for suggestions



Symbol for environment friendly

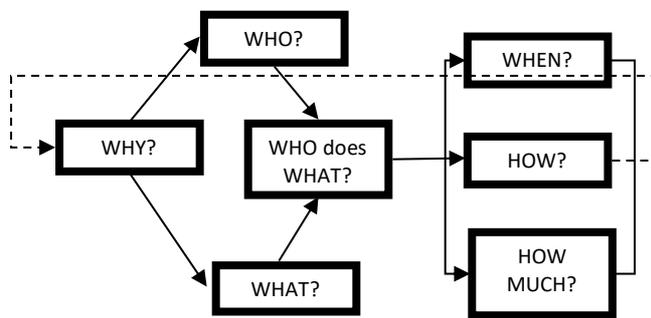


There are separate FIS Guidelines for TV production, however, general facilities and services provided to all media categories are regulated within these guidelines.

The basic approach in these guidelines follows the traditional project management model:

1. **Why** is media service needed?
2. **What** needs to be done and **who** has the responsibility to do it?
3. **When** should it be done?
4. **How** should it be done?
5. **How much** will it cost?

This guide will focus on answering the questions of WHY, WHAT and, to some extent, WHEN and HOW (checklists). All costs for Media Service are carried by the LOC unless otherwise indicated.



#### List of Abbreviations

LOC/OC	Local Organizing Committee
WSC	World Ski Championships
WC	World Cup
MMC	Main Media Center
TD	FIS Technical Delegate
NSA	National Ski Association
Right holder	Company owning TV rights to an event (e.g. agency)
HB	Host Broadcaster producing live TV signal (international feed)
CIS	Computer Information System,
ENG	Electronic News Gathering - professional camera used outside studio, carried or on a light tripod. Hand camera.

For better service, these guidelines start with an executive summary to give you an overall view of the most important must-have's and to-do's.

### 3. Executive summary: At a glance...

#### 1. Media Organization: see more details on page 10

Must Have	To Do
Chief of Media with relevant experience	Nominate person who is part of the LOC leadership team
Key team: Chief of Photographers, TV/Radio Manager, Mixed Zone Coordinator	Establish key media services team covering main media categories
"Way of working" plan	Determine budget, timeline, milestones, goals, service levels etc.
Other key roles and volunteer team	Fill key roles for accreditation, transport, information, accommodation. Train your staff.
Cooperation with NSA/Right Holders/FIS	Set up meetings and inform regularly

#### 2. Media Facilities

##### 2.1 MMC: pages 12 - 15

Must Have	To Do
Media Center Manager	Ensure good location, easily accessible
Working position for 75 % of accredited media	Include technical support
Wi-Fi free of charge	Offer latest information on news board
Reserved/separate working spaces for photographers and ENG crews (Level 3/4)	Provide enough waste baskets and cleaning service during day (especially level 4)
Sub-Media center if MMC is more than 15 walking minutes from Finish Area (Level 3/4)	Pigeon holes with latest lists and flash quotes; consider electronic service (e.g. SMS)

Key Areas of Media Center	Must Have Equipment
Reception area	TV screen(s)
Copy Center	Computer terminal(s) with public internet/printing
Press conference area/room	Pigeon Holes
Interview zone	Interview zone: backdrop/lighting/sound system
Ski room / lockers	High-speed photocopying machine

Nice to have...	...and nice to do!
Media Lounge	Cooperate with sponsors / local companies
Storage room for media (especially Level 4!) close to media accreditation center/desk	Closed storage room with key. Access to limited people (theft!). Next to media accreditation desk
Break room for media staff/Volunteers (Level 3/4)	Ask logistics/temporary building department for furniture and/or lockers
FIS Office in MMC (Level 4)	Consider needs of FIS media department
Storage room for sponsor goods / supplies	Evaluate need for storage for areas of MMC

##### 2.2 Mixed Zone: pages 16 - 18

Must Have	To Do
Mixed Zone Coordinator (experienced and well known by athletes/teams/TV )	Plan Mixed Zone first, then Finish Area! (Coordinate with FIS professionals)
Proper access control	Mixed Zone organized so athletes must pass through entire zone as they exit (one-exit only)
Detailed accreditation system	MZC is responsible for entire finish area
Radio contact MZC/HBC/venue producer/FIS	Train security staff BEFORE event: all types of access passes have to be known
Sufficient number of CIS screens (Level 3 /4) (also in mixed zone good to have)	Presence of MZC/Chief of Media before and during race

### 3. Media Service: page 19/20

Must Have	To Do
Post-event press conference with 3 top racers	Try to hold press conference before doping control to avoid delays (especially Level 3/4)
Media Operations Coordinator (Level 3/4)	Set up meeting points with athletes
Media Guide with working conditions for media representatives in addition to press kit (Level 4; may be electronic, just make broadly available)	2 staff members with good language skills (ex. Russian for Nordics) for smooth press conference (ex. security check/questions from floor/drinks for the athletes)
Written features, previews, race reports and flash quotes (especially Level 1/ 2)	Prepare unilateral interview room with sound proof/lighting/backdrop (Level 4)
SMS alert service (different groups!)	Educate volunteers

Nice to have...	...and nice to do
Daily press clipping	Assign volunteers for clipping service
Free newspaper service	Cooperate with local newspaper store
Alternative program in case of delay or cancellation	Cooperate with NSA for athlete autograph session and tourist office for sightseeing
Media Cocktail /Press dinner	Cooperate with sponsors
Information news board in media hotels	Grow relationships with hotel owners

### 4. Photo Service: page 22/23

Must Have	To Do
Experienced Chief of Photographers separate from Chief of Media (Level 3/4)	Determine photo positions in cooperation with Host Broadcaster & FIS
Wi-Fi hotspot in Mixed Zone (Level 3/4)	Priority photo positions for agencies (Level 4)
Additional accreditation for field of play access with visible credentials such as bibs or armbands	Arrange photo briefing with all photographers before event, also cover ceremony (all levels)
Photo position/podium in Finish Area	Deliver result lists to photo positions
Reserved parking spaces for photographers at MMC, event arena AND at winner ceremony	Determine access route for photographers for ceremony (esp. if not in Finish Area)

Must Have equipment	Nice to have equipment
Large working spaces (1,20m recommended)	Separated working area in MMC with reserved working desks for big agencies
Ski passes for photographers (Alpine: FIS Priority Lists A1 and A2)	Take away hot drinks or served by volunteers on slope in the morning
Volunteer runners on slope/finish area	Camera repair service
Lockers/ ski room in MMC and Sub Media Center (Level 4). Secure place for ski equipment (Level 1)	Ski rack outside MMC and Sub Media Center
High-speed internet on demand	Boot heating system

### 5. TV/Radio Service and infrastructure: page 24/25

Must Have	To Do
Experienced TV/Radio Coordinator	Deliver camera stickers (check with rights holder)
Additional accreditation for field of play access with visible credentials such as bibs or armbands	Commentator info: assign runners for start and result list service and jury decisions
Heated and furnished commentator Cabins/positions	Check sound level in Finish Area
TV towers/platforms with cabling solution	Secure power solution
TV compound/IBC/ Control Room (Level 3/4)	Test lighting

## 6. Media Logistics

### 6.1 Accreditation: page 26/27

Must Have	To Do
(Media) Accreditation Supervisor	Confirm accreditation requests
Online accreditation form	Review list of FIS Season Accreditation holders available from FIS
Use of standard forms stipulated by FIS included in event agreement (Level 4)	Consider location for Media Accreditation Center or Media Accreditation Desk
Access control	Prepare procedure in case of loss
Reserved parking for media collecting accreditation (Level 3/4)	Prepare extra accreditation as cards and bibs

### 6.2 Accommodation: page 28

Must Have	To Do
Responsible for Media Accommodation	Prepare priority list
Availability of reasonable priced accommodation	Establish reasonable price level
Internet connection in media hotels	Set a reasonable deadline
Public transport or Shuttle Service from/to hotel	Allocate TV teams accommodation
Media hotel list on website (Level 4)	Organize contact for last minute demands

### 6.3 Transport/Parking: page 29

Must Have	To Do
Parking for RH and photographers at race arena	Flexible use of car fleet and adaptation of shuttle service timetable to working hours
Shuttle between MMC and Race Arena	Cooperate with taxi and local public transport
Transport of athletes to press conference	Consider need to/from train station or airport
Procedure for distribution of reserved parking	Declare need of media parking spaces in time to transport/parking department (Level 3/4)
Signage (media shuttle/photographer parking)	Clear and visible signage!

### 6.4 Catering: page 30

Must Have	To Do
Reasonable priced meal option	Adapt opening hours to working hours
Water and hot drinks for free for media	Cooperate with sponsors / local companies
Snacks and hot/ cold drinks in Sub Media Center in case of delays	Variety of meals (Level 4)
Separated media restaurant close to MMC	Respect rules of local health authorities
Food supply early morning / late night (Level 4)	Consider media team catering

### 6.5 Media Technology: please read pages 31/32 and appendix 2, page 45

Must Have	To Do
Media IT Coordinator	Build reliable electricity supply
Functional Wi-Fi access in all media facilities	Consider back-up solution!
Provide high speed internet lines on demand	Consider need for general internet station(s)
Technical support (especially post-race)	Ensure mobile phone coverage
High-quality sound system for press conference	Do not overdo it with pricing

## 7. Communication

### 7.1 Event Website: page 33/34

Must Have	To Do
Provide Media section on event website	Focus on excellent service for off-site media (esp.Level1/2: communication is key!)
Responsible web coordinator	Invite media, make them feel welcome
Basic information / news / facts about event	Create photographer pool for free downloads
English and local language version	Ensure translation service for the website
Media relevant information (accreditation, hotel)	Publish post-event report with facts / figures

### 7.2 PR: page 34/35

Must Have	To do
Media Plan with timeline and clever partners	Stir interest
Official Media invitation with useful information	Build event brand
Regular information to stakeholders	Provide basic information
Presence at other events	Increase awareness of your event
Newsletter and mailings	Work together with local institutions/clubs

### 7.3 Social Media: page 36/37

Must Have	To Do
Social Media Coordinator or team that work consistently, not only one week before event	Assign skilled person with proper English and knowledge of the sport – could be a student!
Social media strategy	Define social media strategy (channels, aim)
Link to FIS and other World Cup organizers, to ski resort, tourist office, region / Link your channels: Facebook, Twitter, YouTube, Flickr etc.	Don't spam followers: Don't share too much too often. There's a thin line between being engaging and sharing too much
Behind-the-scene information of event / athletes	Answer comments, write blogs, post on other walls, build groups and communities.
Version in English and local language a must!	Consider a social media workshop for staff

## II Media Services

### 1. Media Organization

#### a. Description

Setting up the overall media organization and the appointment of key staff should take place at the start of planning by the LOC. The interests of all media categories should be taken into account. In smaller events (Level 1/2), all or most roles within this area can be done by one person.

#### b. Objective:

To deliver first class media service with professional staff.

#### c. Must-haves

- Appoint a person with relevant experience to lead Media Service.
- The Chief of Media should be part of LOC leadership team

#### d. Key tasks

What	Action/How
Designate a Chief of Media	Appoint a person to be responsible for all media service matters 
Establish a team covering main media categories	Assign a Chief of Photographers, TV/Radio Coordinator and Mixed Zone Coordinator. 
Define a “way of working” = project plan	Determine budget, timeline, milestones, goals, service levels etc
Fill key roles in the team	Additional roles include MMC coordinators, Accreditation, Inform Transport & Accommodation, Press Conferences & Flash Quote <i>For smaller events roles can be combined with other departments (e.g. accreditation)</i>
Cooperate with NSA, Rights Holder & FIS	Identify key persons and press attaches from NSA. Set up meetings/calls before the event
Have an environmental policy	Set up environmental guidelines with clear goals
Inform stakeholders	Send out and publish contact information about the media team

e. **Suggestions** 

- Visit bigger events in other sports to learn more about Media Services
- Visit other FIS events, contact FIS staff for access
- Set up a reference group consisting of media representatives from the different categories to double-check solutions, staff etc.
- Engage in information exchange with peers, other media departments of FIS events in your discipline and with media department of preceding WSC (Level 4)



*Mixed Zone and Media Center Formula 1 Nurburgring*

f. **Role of FIS representatives**

**FIS Communication Manager / Assistant** – Responsible for FIS Communications (external and internal), FIS Media Service guidelines and FIS official website(s). Manages FIS Media Coordinators. Supports LOC Chiefs of Media.

**FIS Media Coordinators (AL, CC, SJ, NC, FS and SB)** – Discipline specific, control of mixed zone layout, POC for all media, support for LOC and direct proactive communication with international media

**FIS Technical Operations Managers (Alpine only)** – Responsible for finish area layout and flow from the finish line to live broadcasters as well as ceremony and equipment control. No direct responsibility for print media and photographers.

## 1. Media Facilities

In smaller events (Level 1/2) communication is more important than media facilities, since the main focus is on delivering the best information to off-site media (see chapters 3 and 7). The following chapter concerns particularly events at Levels 3/4.

### 2.1 Media Center/Sub-Media Center

#### a. Description

**MMC** - The Main Media Center (MMC) is the nerve of media operations and a second office for the media representatives. It should be located as close as possible to the field of play and media accommodation. Ideally, it is located near the finish area.

**SUB** – When the distance from the finish area is more than 10 minute walking distance, then the LOC must consider a sub-center with services as the MMC but on a smaller scale. A sub-media center can also be set up close to the media accommodation or at a media hotel. A tent solution (heated) or a temporary construction is also possible.

**IBC** – At major events (Level 4), a separate operation will be set up for broadcast media in an International Broadcast Center (IBC).

#### b. Objectives

Excellent and safe working conditions for all media.

#### c. Must-haves

- 75 % of accredited media (TV technical staff excluded) should have a working position in the MMC.
- LOC to offer a reliable, Wi-Fi in the MMC/SUB free of charge

#### d. Key tasks for Media Center

What	Action/How
Ensure good location	Rent room or tent with easy access
Prepare good working spaces	Rent/buy furniture, lighting, power. Layout plan and a seating plan with tables (min. 1,0/1,2*1m per position) and chairs. At least two sockets per working spot.
Extra photographer seating or separate area	Reserve working desks, whole rows or separate area of your MMC.
Lockers next to working area	Plan lockers (next to working area of photographers)
Reliable telecom solution	Assign telecom partner. See Chapter 6 for more details
Prepare private offices in the MMC (Level 4 only)	Some media want their own offices; give them the possibility to book at own expense.
Reception desk (Help desk)	Set up counter with phone and internet access
Ski room or guarded area for ski equipment	Don't forget the same in Sub-Center. Ski racks at the entrance are recommended.
Storage room	For supplies, sponsor goods, media presents etc.
Provide enough trash cans	For photographers include one basket labeled for recycling batteries. Order baskets in time.
Train staff	Prepare a structured plan for training volunteers

Ensure professional access control	To all media areas – requires careful control of accreditation and proper zones with security check
Set up a reception area	For information and service
Set up a CIS desk (Level 4)	Arrange a CIS monitor(s) from timing and data provider and set it up in the MMC (and mixed zone)
Offer a printing and public Internet access point	Offer a limited (!) number of computer terminals with Internet and printing access
Plan for a copy corner	Reserve a copy machine, paper, printers for printing result lists, overall standings etc.
Include a relax area(s)	Meeting point(s) with cozy environment. Newspapers or magazines for this area(s)
Ensure availability of drinks and some food	Offer free coffee, tea and water. Discuss with sponsors regarding other beverages and (healthy) snacks. Meals at a reasonable cost should be available nearby. Volunteer to supply and supervise distribution.
Distribute information & stats	Prepare a logical pigeon hole system: Important!
Set opening hours – to meet needs and race program	Open two days before event. Three days before WSC. Normal opening hours. Stay open until the last journalist completed their work.
Provide access to television	Located for easy viewing in the main media room. Ask HB for direct signal.

#### d. Suggestions

- Involve sponsors – maybe they want to take care of the relaxing area?
- Surf zone – Terminal(s) for internet, free of charge, with a printer
- Let the tourism board handle tourism requests in the Media Center
- Newspapers – cooperate with library and with sponsors for newspaper racks
- Check local/regional publishing houses to borrow “dummy sales copies” for your media lounge / entrance of MMC
- Adapters for European plugs as well as extension cords are frequently asked for. A supply should be kept at the Media Center reception (Help Desk).
- Coordinate in time with logistics department for MMC signage (Opening hours / Photographer area/ Toilets, etc.)
- Pigeon holes must be installed in the MMC with a clean labeling solution!
- Establish list of needs for the whole media team (paper, clipboards, office equipment)! Be sure to have everything ready one week before event

#### f. Environmental Tips

- Use recyclable eco cups instead of disposable plastic cups.
- Take a deposit or sell cups for reuse!
- Provide recycling containers in all media facilities, for bottles (glass, PET) and paper etc.
- Reduce the use of paper as much as possible
- Put information on the website or deliver USB memory sticks
- Prioritize environment-friendly suppliers
- Use local products and suppliers as much as possible

## 2.2 Mixed Zone

### a. Objective:

Give media good visibility of live action, smooth flow and easy access to athletes.

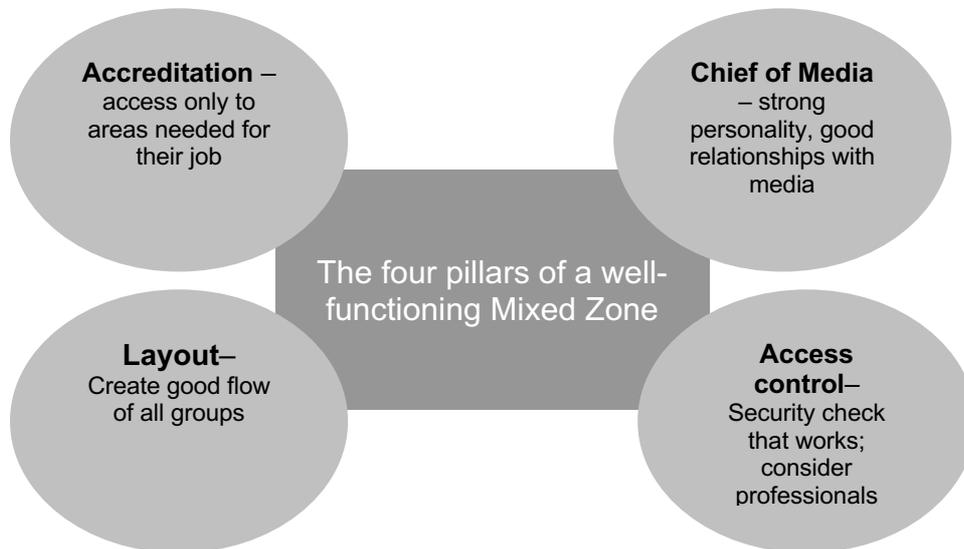
### b. Must haves

- Mixed Zone Coordinator and/or Chief of Media must be present in the mixed zone 45 minutes before the race starts and stay there during the competition.
- Mixed Zone Coordinator should be experienced and known by athletes, team staff and TV companies.
- Proper access control is a must in the mixed zone
- The mixed zone must be organized so that the athletes must pass through the entire zone as they exit.

### c. Key Tasks

What	Action/How
Determine who is responsible for the mixed zone	Assign Mixed Zone Coordinator with TV/Media and event experience. A very important role! Have somebody else for technical issues such as fencing etc. 
Set the layout	Design a finish area layout plan. Decide size of TV/Radio boxes based on requests from rights holders. Athlete flow is important! Review accreditation categories. Coordinate with FIS representatives.
Plan pick-up location next to the Mixed Zone exit for winners transport to press conference	The Mixed Zone coordinator should coordinate the smooth pick-up of the winners after the race and inform press conference manager as soon as first athlete leaves
Follow the World Cup	Get to know all the top racers by name and face.
Install Wi-Fi access	Ensure a hotspot in the Mixed Zone – remember to provide the access information!
Be informed	Through jury radio, TV producer, right holder coordinator, team attaches etc.
Finish Area cooperation and flow	Attend TV production meeting before event to understand finish area procedures. Go through the athlete flow from exit gate to award ceremony. Involve people from doping and ceremonies to discuss flow and timing before event.

For more details have a look in the enclosed checklist (Appendix, page 45)

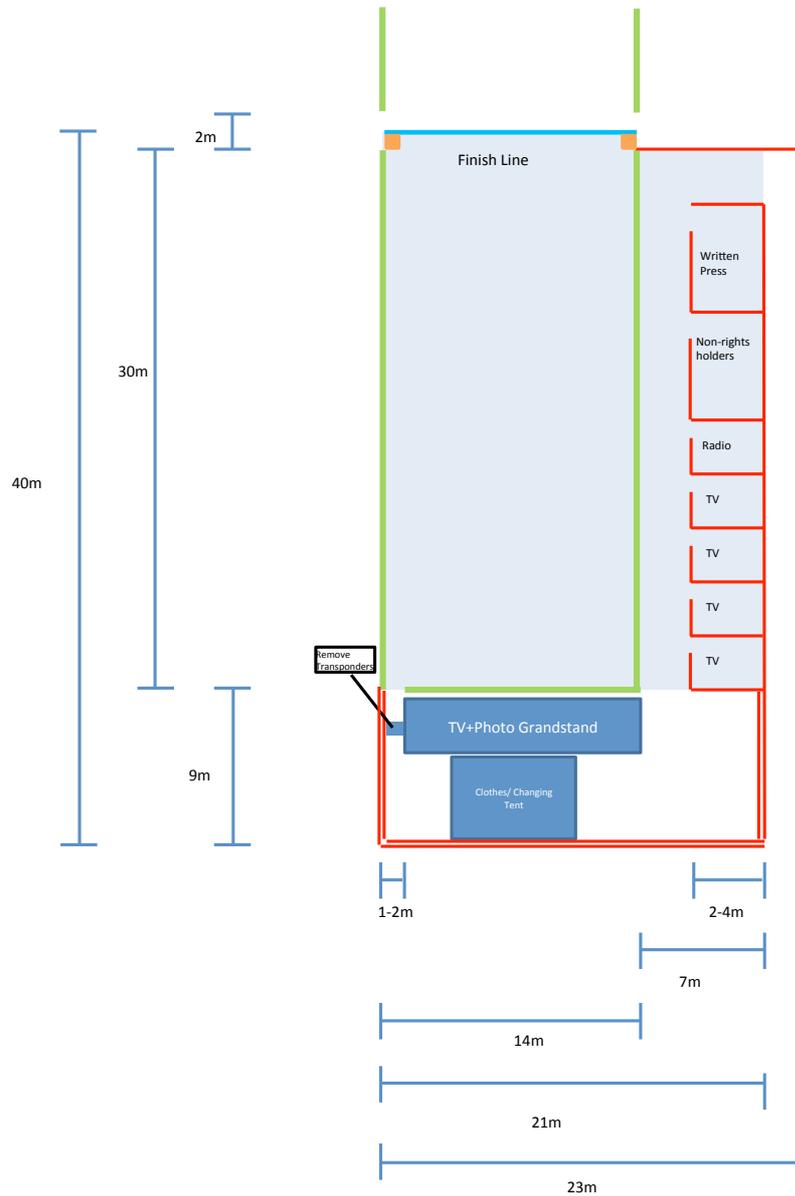


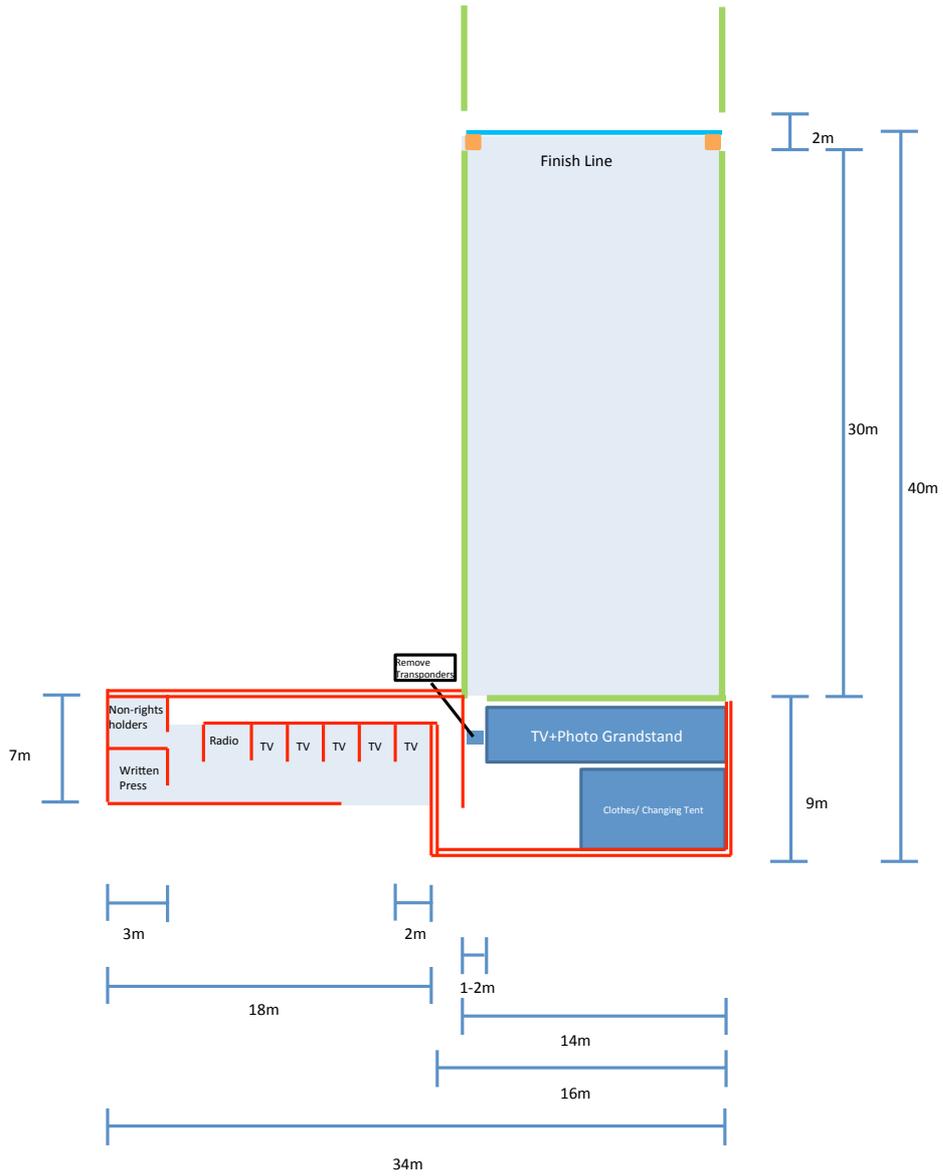
#### d. Suggestions

- TV screen(s) and/or CIS screen for results and flash quotes in the mixed zone
- Try to arrange warm drinks especially in cold weather
- Use zigzag fence solutions to put the athlete in the middle
- Consider different weather conditions. On snow, plan for rubber mats or saw dust. It can be slippery or needs isolation to keep feet warm
- Organize radio training for all Mixed Zone volunteers. There might be volunteers that never had to cope with radio technology before.
- Inform Team Media attaches about who you (and the mixed zone coordinator) are and provide contact information. Attach a photo









### 3. Media Service

**a. Objective:**

Fast and reliable information

**b. Must-haves**

- Post-event press conference with top three racers
- Major events should feature a pre-event press conference with top three racers from the current World Cup standings

**c. Key tasks Media Service**

What	Action/How
Designate a Media Operations Manager	Designate a person responsible for all media service matters
Provide written features, previews and race reports	Write and distribute through event website. Extended start lists - by bib and alphabetical. In English – other languages a plus but not obligatory.
Prepare a Media Guide	Includes maps, contact information, program etc. Electronic!
Meeting point with athletes	Arrange meeting points with athletes – that is why the media come!
Deliver flash quotes	ABSOLUTE KEY: As a service to the journalists on location as well as off-site media, flash quotes from finish area and press conferences. Distribute in the MMC and on website ASAP after event.
Offer additional stories for media if a competition gets postponed.	Cooperate with the tourism board, lift owners etc. for a win-win situation By providing interesting content opportunities you ensure positive coverage despite inclement weather or logistical issues!
Educate your media staff.	Prepare a Volunteer Guide for media staff. Use volunteers who are experienced at World Cups. The better educated your staff, the better service you provide!
Prepare various press conferences (A must at title events!)	A post-event press conference for top three racers is needed. For backdrops etc. talk to marketing dept/rights holder. Consider a separate room for team press conferences (Level 4). Employ an experienced moderator with good knowledge of sport and good language skills. Prepare a comprehensive list of all PCs by day! Arrange an official pre-event press conference with top three racers if there is interest (Level 4). Talk to NSA media coordinators. FIS can provide a list.
Arrange free coffee /snacks	Talk to sponsors for contribution(s)!
Offer translation service	All materials should be available in English first and then local language German and French if possible. A translator for the local press may be necessary. Check with FIS Media Coordinators if there are special language needs per discipline.
Arrange daily press clipping (Level 4)	Articles labeled with name of publication and date. Cuttings need to be available to the journalists each morning. Good for your final report!
Arrange weather forecast service	Speak to sports department and updated twice a day, minimum.

Set up SMS service	Send out program changes and important information to media to a list of mobile numbers that the media provided as part of their request for accreditation – include SMS sign-up in your form! Set up different groups of media: photo, TV, written...
--------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**d. Suggestions** 

- Provide staff training both in writing and as a role play to practice situations.
- Consider a team-building event
- Arrange the press conference before doping control – then they can drink some water (bottled containers!) Remove labels of water bottles (no ambush marketing!). Don't peel the fruit - then the athletes won't eat them.
- Think about the logistics for the racers. Try to have doping control in the same building as the press conference.
- Small media gift is always appreciated. But also think of storage solution. Don't underestimate the time needed for preparation of the media bags.
- Consider media evening/reception. Talk to sponsors and tourism office.

**e. Environmental tips** 

- Minimize paper copies
- Email quotes and put them on the event website instead of printing them
- Publish the media guide on the event website and in the MMC on the info board and use print just for a limited number at the info desk in the Media Center – do not give all media automatically a personal copy. USB stick can be an option.



## 4. Photo Service

### a. Objective:

Provide optimal photo positions and safe working conditions for photographers

### b. Must-haves

- All LOCs need to appoint an experienced Chief of Photographers separate from a Chief of Media
- Additional accreditation for field of play access is needed through well visible credentials such as bibs or armbands

In Alpine events all photographers entering the field of play must accept the on-course access rules and sign the waiver, which is part of the FIS Season Accreditation. Those with priority access receive a special FIS Special Access card for which the FIS Season Accreditation is mandatory.

In the FIS Nordic disciplines special access credentials provide access to limited space positions. The FIS media coordinators provide assistance for clarifying such positions and help manage access.

### c. Key Tasks Photo

Objective/What	Action/How
Assign Chief of Photographers	Use an experienced photographer with event credentials. Experienced sport photographer known by colleagues. Discuss with FIS in case of doubt.
Ensure best possible working conditions in the competition area and ceremonies	Cooperate with competition management regarding security & access control and with the TV coordinator regarding TV/camera positions.
Arrange photo briefing(s)	Arrange meeting with all photographers before the event.
Plan for effective photo positions	Discover new positions and review existing ones. Establish map with good photo positions (consider TV cameras). Consider process for podium in finish area, leader box and ceremony. Check with FIS and Chief of Competition. Consider access and flows! Reserve priority photo positions for the big agencies (AP, AFP, Reuters, EPA, Getty plus national agencies). Consider photo podium in press conference room and medal ceremony (Level 4).
Distribute field of play accreditation credentials	Cooperate with FIS and use FIS priority list (Alpine). Define clear rules for limited access positions.
Technical requirements	Technical solution, Wi-Fi, in/near the competition arena. Ensure high-speed internet for photo agencies on demand. Use reference group of photographers for quality check.

Reserved parking spaces for photographers next to MMC and Finish Area	Cooperate with transport/parking coordinator. Define procedure for distribution of parking badges
Set up black box (Level 4)	If possible next to press conference room for taking the official medal winner photos. Cooperate with FIS & SRS.
Arrange photo repair service and equipment rental in MMC (Level 4)	Cooperate with photo companies. Provide space in MMC for free, companies should only pay for needed furniture
Arrange ski passes for photographers	Ski passes should be automatically delivered to photographers when they pick up accreditation. In case of ski pass on demand: define procedure for distribution
Start and result list service	Plan for distribution of lists to photographer positions in the field of play and on the photo podium.

**d. Suggestions** 

- Let photo runners serve warm beverages / snacks on the field of play for photographers waiting in position
- Distribute information about side events
- Provide lockers in the Media Center (boot warmers nice, but optional)
- If you have many photographers – set up a separate SMS group to inform about schedule changes etc.
- Watch out for the published pictures – how and where are they?

## 5. TV/Radio Service and Infrastructure

### a. Objective:

Best possible working conditions with focus on infrastructure and on-site service.

### b. Must-haves

- All LOCs need to appoint an experienced TV/Radio Coordinator.
- Additional accreditation for field-of-play access must be arranged through well visible credentials such as bibs or armbands

### c. Key tasks TV/Radio

What	Action/How
Assign TV/Radio Coordinator	Use an experienced person. Discuss with FIS, right holder.
Ensure best possible conditions	Cooperate with competition management regarding security.
Furnish commentator positions	Depending on contractual situation. Typically, in discussion with right holders at LOC's expense.
Set up camera platforms and cabling	Establish camera platforms according to specifications from host broadcaster. Build and protect the cables. With HBC,
Build TV compound	Establish an area with sufficient space near the finish area in cooperation with HBC.
Build IBC (title events only)	Includes offices for HB and TV companies. Close to TV compound if possible. In cooperation with HBC.
Ensure sufficient lighting	For night races a min. of 1000 Lux in competition areas. See FIS TV Production guidelines (per discipline).
Conduct sound check	Check sound for TV microphones and speakers together with HBC. Find best compromise between TV and audience sound. In cooperation with HBC.
Arrange field of play accreditation	Cooperate with FIS and use FIS guidelines per discipline.
Technical requirements	Double check technical solutions (For example Wi-Fi, support) with HBC, Telecom supplier and power supplier.



#### d. Suggestions

- Sufficient volunteers/runners in the set-up phase are appreciated
- Level 4: Don't under-estimate the workload of LOC for documents for the Host Broadcaster Guide. Ask in time about their needs.
- Define procedure for accreditation pick-up for TV: Usually team leaders pick up accreditation for entire team. Be prepared. (Ask for group lists/allow group upload and have accreditations already printed!)

#### e. Environmental tips

- Power solution by battery
- Choice of fuel can make a big environmental difference
- Don't underestimate needs for heating and power

## 6. Media Logistics

### Description

Plans for media logistics should be coordinated with overall LOC logistical function, yet oversight for all media matters should remain with the Media Service team.

### 6.1 Media Accreditation

#### a. Objective:

Proper accreditation for all media according to their needs.

#### b. Must-haves

- On-line accreditation form.
- Standard zones stipulated by FIS, included in event agreement.
- Access control with professional staff
- Chief of Media needs full access accreditation

#### c. Key tasks

What	Action/How
Assign responsibility for media accreditation	Use an experienced person and involve FIS in the accreditation process (especially title events). Main responsibility with LOC Chief of Media.
Confirm accreditation requests	Request press card or proof of experience or reference. Prompt response is professional. Use automated initial response and notification for any status changes for request. Include request for special services such as private LAN cable in the initial accreditation request form.
List of FIS Season Accreditation holders available from FIS.	Helps provide the right access to these individuals. For questions contact FIS Communication. 
Consider professional membership	Make sure you have good grasp of professional organizations in your country. Contact FIS for international advice.
Consider location for media accreditation center	Communicate where the media receive accreditation and additional credentials. If possible have media accreditation at the MMC.
Reserve parking area in front of accreditation center	Exclusively for the purpose of media collecting their accreditation. Media should not need car passes to access this area before collecting accreditation. Inform local police.
Prepare media staff accreditation (especially level 4)	Prepare list for accreditation manager, indicating what zones are required and deliver accreditations to media team before the first day of event
Prepare extra/additional accreditation as cards and bibs	For inspection and field of play access. Support by FIS Race Directors or FIS Communication staff.

### Accreditation process

- Control of professional membership if the person is not known
- Call/email and ask who they are and who will they plan to work for during the event.  
Build relationship with a new contact.
  - Reject or confirm.
  - Remember to be loyal to working media, do not disturb them by confirming people that should have other access zones.

### Standard Access Zones

Use zones as per FIS Season Accreditation matrix. Media in bold:

1. Team Areas
2. Coach Areas
3. Sports Areas
4. Service Areas
5. Officials Areas
<b>6. TV/Radio Areas</b>
<b>7. TV/Radio Commentators</b>
<b>8. IBC/TV Compound</b>
<b>9. Print Media Areas</b>
<b>10. Photographer Areas</b>
<b>11. Special Media Areas</b>
<b>12. Press Centre/ Media Centre</b>
<b>13. Sub Press Centre</b>
14. Data/Timing
15. Ceremony
16. Special Guests

## 6.2 Media Accommodation

**a. Objective:**

Make available reasonable priced and good location according to needs.

**b. Must-have**

- OC makes available reasonably priced accommodation to media before a deadline, ex 60 days (communicate well – no guarantees after the deadline). Media pays for themselves.

**c. Key tasks**

What	Action/How
Assign responsibility for media accommodation	Train and inform about media's needs and status of accreditation requests. Chief of Media must be involved/active in the accommodation process.
Prepare a priority list	Coordinate housing priorities list with LOC management. Who should have what? Teams, media, sponsors etc.
Set a reasonable deadline	Communicate a deadline (e.g. 60 days) for when you as a LOC can help out with accommodation. Use website, invitation, newsletter and accreditation form.
Check availability of Internet connection in hotels	Prioritize media accommodation with Wi-Fi solutions for media.
Establish reasonable price level	Try to find options with different price levels for media. Recommendation: upper limit should be no more than 200 Euro per night and no more than 100 Euro per night in the less expensive category. Prices should not be higher than for usual visitors in the same period of the season.

**d. Suggestions**



- Almost all media want to stay in single rooms – respect their need for rest and privacy given unique working hours
- Cooperate with the resort – focus on long time relations with media
- Make sure that frequent journalists get good accommodation
- Try to get TV companies and big groups a better price if they are willing to share rooms

## 6.2 Transport/Parking

### a. Objectives

Convenient access to the event

### b. Must-haves

- Limited parking for right holders and photographers at race arena
- Shuttles between MMC and race arena if the walking time is more than 15 minutes

### c. Key tasks

What	Action/How
Arrange media shuttle	Shuttles after the race should run directly to MMC. Small buses often better than big busses. Critical times are before and after the race. Make sure your schedule is reasonable and communicate it well. Use reference group for timetable discussion.
Ensure limited parking at race arena	Do a priority list with LOC management for who should have what: Teams, media, sponsors etc.
Ensure sufficient parking at MMC	For all media.
Arrange transport from Mixed Zone to press conference	Mixed Zone Coordinator in charge of smooth pick-up of winners after the end of the competition. Cooperate with Transport Coordinator.
Consider need for airport transfers	Make sure to include information on travel from airport (where needed) in the media invitation.

### d. Suggestions

- Airport transport is greatly appreciated
- Priority to photographers due to heavy equipment
- Never give out more parking permits than there are places
- Define exact procedure for distribution of parking badges (sending out before event or distribution on site)? Who is in charge of distribution? How is this communicated to the media?)
- Try to get 10-20 % discount for media

### e. Environmental tips

- Encourage walking and use of public transportation
- Consider environment-friendly fuels and transport solutions

## 6.3 Catering

### a. Objective:

Optimize media productivity by keeping them well-fed and hydrated

### b. Must-haves

- Reasonable (average local price level) cost meal option close to the Main Media Center
- Water and coffee/tea must be available for free in the MMC

### c. Key tasks

What	Action/How
Arrange media catering	Use local restaurant or establish own. Make sure that you offer reasonable prices and fast service. Close to Media Center and with own area for media. Cooperate with sponsors.
Check instructions of local health authorities	If you build your own media restaurant, follow the instructions of local health authorities in order to avoid trouble.
Finish area catering	Perfect if LOC can offer hot soup or snacks in the Sub-center in case of delays etc.
Coffee, tea and water	Must be offered in the media center. Sponsor?

### d. Environmental tips



- Serve locally produced ecological food
- Serve eco-labeled coffee and tea

## 6.4 Media Technology

### a. Objective:

Reliable and fast platform

### b. Must have

- Wi-Fi in all media facilities must be offered free of charge.
- Private high speed internet lines must be offered (can be charged at cost)
- Ensure availability of technical support especially post-race

### c. Key tasks

What	Action/How
Assign responsibility for media IT	Educate yourself about media's needs and inform about status of requests
Ensure reliable and sufficient Internet connection	Consider different needs of groups such as photographers and right holders. E.g. the photo position(s) in the mixed zone and MMC needs fast connection for uploading photos. cables are preferred. Make sure to plan for a high enough peak-load (post-event!!). 
Plan for sufficient private lines	Offer according to requests submitted as part of accreditation. Coordinate with rights management agency for additional needs (at charge)
Availability of technical support	Technical support must be present during set-up and rush hours (post-event).
Build reliable electricity supply	LOC to provide sufficient power with a back-up system. Consumed power at the cost of broadcasters rate cards
Do not overdo it with pricing	FIS recommends basic access to wireless to be free. Build strong relations with your telecom supplier
Consider need for general Internet stations	Most media today bring their own computer. Consider setting up a terminal with printer for last minute needs.
Ensure mobile phone coverage	Make sure that the venue has sufficient capacity for mobile phones. Talk to Telecom supplier.

#### d. Suggestions

- Leverage your event to try to build new local internet infrastructure
- To charge for quality is better than to offer bad free Wi-Fi
- Check that media hotels have Wi-Fi connection
- Separate journalists and photographers/video reporters, the latter use much more capacity
- The bandwidth needs to be constant

*Please see appendix 2 (page 45) for detailed information on media internet access*



## 7. Communication: Event Website, PR and Social Media

### 7.1 Media/Press area on the event website

#### a. Description

It is a must to provide up-to-date information before, during and after the event on the event website. The information and news can be used by on-site and off-site media. Communication is the main task for small events (Level 1/2). Since there are not many media representatives on site, LOCs don't need to invest a lot of time and money in media facilities and operations.

#### b. Objectives

Professional media service with correct and current information, images, accreditation requests etc. for on-site and off-site media

#### c. Must-haves

- Provide a separate 'Media Room' on event website
- English and local language are necessary
- Publish short post-event report with facts and figures

#### d. Overall guidelines for 'Media Room' area on Internet

Objective/What	Action/How
Provide the media with interesting and accurate information before, during and after the event	Provide traditional information, news, facts & figures. Enhance that with regularly updated photo and video gallery with e.g. animated race course videos and fresh interviews with racers. See Annexes, Chapter 2 for more detailed information
Provide basic information	Publish best ways to travel, links to main airlines and rent-a-car companies with links. Course descriptions, important phone numbers and sponsors. Don't forget easy access to daily program!
Assign a responsible person(s)	Partner with journalist or new media schools to create a team to produce content. Find a skilled person to edit web clips. English and local language!
Do not forget about the behind the scenes stories	Use the Internet as the number one source of information to media about your event

### e. Suggestions

- Film press conferences and publish on YouTube and event website.
- Publish audio interviews on your website. Very short for radios etc.
- Consider need for clips for other occasions: e.g. promotional clips that could be used to promote your event at other sports events, teasers for official presentations as well as clips needed for the giant screens.
- Determine video team for behind-the-scenes and making-of stories before and during your event. Cooperate with media school students. They will be happy to be part of the media organization! Check with FIS for special accreditation (camera stickers!)

## 7.2 Public Relations

### a. Description

Cooperation with marketing department for effective information provision and event promotion is essential. In some OCs, information/PR and Web is the responsibility of another department and not that of media service. Cooperation is essential!

### b. Overall Objectives

- Increase awareness, stir interest and maximize media coverage of the event
- Increase attendance from media (and spectators of course!)
- Provide excellent service for off-site media
- Increase local support and acceptance for your event
- Increase web presence
- Build event brand

### c. Must-haves

- Invite media to your event and make them feel welcome
- Provide post-event report to FIS and an event summary with facts and figures for media

#### d. Key tasks PR

What	Action/How
Stir interest	Work together with experienced people, use open information policy and determine LOC spokesperson in advance
Invite media to your event	Establish distribution lists, use your website to collect additional contacts
Identify important stakeholders and keep them informed	Through newsletters, events, meetings. Especially focus on the last four weeks before your event to build up.
Access to media	Set a media policy with clear spokeperson(s) for your LOC and communicate the proper telephone numbers
Maximize positive media coverage of the event.	Have a proactive plan with targeted media information before, during and after the event.
Increase interest for ski sports	Cooperate with the National Ski Association and the National Ski Team / Athletes to promote your event
Create a platform for good relations between OC and media.	Continuous information to the media. Press releases and meeting points at different sport events.
Event website as main source of information	Electronic is the cheapest way to go!
Provide newsletter(s)	Separate by target group: National Ski Associations (teams), media, sponsors. Focus content, frequency by group and your goals.
Post-event report to FIS	Media facts & figures and a short evaluation of the event
Media Monitoring	For analysis and reporting of impact. Use digital tool or have somebody from your staff to follow up articles and interviews in/on websites, newspapers, radio and TV.
Event press information	Publish spectator numbers etc. and comments about the event on you website and send out to media immediately after the last race

#### e. Suggestions



- Create momentum – deliver content to both fans and media.
- Focus on stories about and around the event
- If you plan to host a press dinner consider a short reception instead with interesting people (athletes, legends, officials) – gives a chance for interviews and background information. Set up a portable backdrop or interview corner.

## 7.3 Social Media

### a. Description

Social media is web-based, interactive communication, where people are sharing and networking with the world at large. There is a variety of social media, ranging from social networks such as Facebook or multimedia sharing tools such as YouTube or Flickr to blogs to micro-blogging e.g. Twitter. Permanent assistance and animation are essential!

### b. Overall objectives

- Same as for PR work, the main aim is to increase awareness, stir interest and maximize positive media coverage of the event.
- Connect with fans and target groups on a more personal level
- Build a community outreach to deliver a voice for your event
- Reach people where they regroup nowadays

### c. Must haves

- Social media coordinator/ team that works all year round (could be a student(s))
- Set a social media strategy
- Links to FIS, other World Cup Organisers and the resort

### d. Key tasks

Must Have	To Do
Social Media Coordinator or team that works consistently, not only one week before event	Assign skilled person with proper English and knowledge of the sport (could be a student).
Set social media strategy	Establish an event Fanpage on Facebook and channel on YouTube/Flickr. Publish news and video clips. Deliver value for your target group(s) such as inside information, special tickets etc. Create an account on Twitter and share useful links, follow key players. Start a blog – but remember it has to be active and interactive; define a strategy, social media is no free lunch!
Link to FIS and other World Cup organizers. Cooperation with local region / tourist office	Avoid spamming
Behind-the-scene information of event / athletes	Go where they are! Answer comments, write blogs, post on other walls, build communities.
Local language and English version mandatory!	Consider a special social media workshop

**e. Suggestions** 

- It is the combination of multiple tools that will make you successful. One social media channel or profile is not enough to see the effects.
- Connect with your target groups and fans. Be proactive and trigger the conversation: engage the conversation on your blog/page and over chat rooms. Post on other blogs/walls.
- Work with media schools for permanent care of your channels
- Respect copyrights! Always give people proper credit for their work, and make sure you have the right to use something with attribution before you publish.
- Use the buzz power!

### III Appendix

#### 1. Job descriptions

##### 1.1 Role description for Chief of Media

Responsible for:

- Set-up and management of media team
- Planning, set-up and evaluation of media facilities
- Establish and manage active 'Media Room' on event website
- Accreditation for media
- Oversight of mixed zone
- Oversight of media logistics (transportation, accommodation, catering)
- Media communications & inquiries
- PR activities for the event

In some cases:

- Event Program and its approval by FIS
- Official Strategic communication for event
- Other internal and external information about the event
- Social Media activities

##### **BEFORE the event:**

- Establish Main Media Center, and sub-center if needed
- Establish (or liaise to set up) broadcast center and TV facilities
- Recruit and train staff (professionals and volunteers)
- Establish interpretation service and set up photographer pool
- Procure technical solutions and support
- Cooperate with marketing department in promotion and website
- Cooperate with EBU, FIS, National Ski Association, TV rights holder
- Cooperate with local institutions/associations
- Communicate with media – invitations, press releases, newsletters
- Set up a distribution system to local and international media and other important stakeholders
- Provide media service through website, mail and press conferences
- Should be present at FIS CoM Seminars to meet media and peers
- Exact briefing of security staff
- Set up clipping service min. right before and during event
- Establish list of furniture needed during event in MMC for whole media team (paper, clipboards, office supplies...)
- Establish procedure for "Crisis Communications"
- Organise "kick off" meeting with all media staff / volunteers
- Arrange media welcome presents and welcome bags (cooperation with marketing department)
- Validate media accreditation requests

**DURING the event:**

- General coordination of media facilities
- Be always present in mixed zone before and during the race
- Build relations with attending and off-site media
- Lead daily briefing and debriefing meetings of media team
- Coordinate interview requests
- Daily report to CEO / LOC direction
- Presence in all “crisis” meetings, orientation of “crisis team”
- Coordination of supply of ski passes and car passes

**AFTER the event:**

- Report to CEO and other departments
- Analysis of Media Clippings
- Written Report for FIS
- Knowledge transfer
- Organisation of dinner / cocktail or other to thank media team

**Requirements:**

- Excellent English, other languages preferable. German is an asset.
- Experience with sports and event media service, ideally FIS sports
- Strong media contacts and grasp of needs of the international media

## 1.2 Photo Manager

Responsible for:

- Photo accreditation
- Photo positions
- Photo service

### **BEFORE the event:**

- Approval and training of recruited photo staff
- Regular meetings with Chief of Media / media team
- Study photographer flow to/from Mixed Zone and MMC
- Inspection of positions of photographers with FIS delegates
- Organise “black box” (Level 4)
- Set up podiums in mixed zone and -where applicable- in press conference room in cooperation with TV and Mixed Zone Coordinator
- Establish access procedures (who, at what time...) for flowers ceremony and winner’s ceremony
- Organise kick-off photographers briefing
- Verification and approval of photographer accreditation requests
- Arrange camera repair service for the period of the event
- Assign additional accreditation for field of play access through well visible credentials (bibs / armbands) in cooperation with Chief of Media
- Check with Chief of Media for adequate seating and storing place for photographers (working space in MMC / enough lockers / ski room)

### **DURING the event:**

- General coordination of all photographer matters
- Guidance of photographers on slope (attribution of photo positions)
- Lead daily briefing and debriefing meetings of photographer team
- Coordination of allocation of lockers for photographers (if lockers are operated with keys: set up of deposit system)
- Daily distribution of additional accreditation for slope inspection
- Daily report to Chief of Media
- Assistance at Team Captain’s Meeting
- Daily Briefing / Debriefing of photo team
- Presence in mixed zone before and during the race
- Coordinating photographers access in Finish Area for flower ceremony

### **AFTER the event:**

- Written report to Chief of Media

### **Requirements:**

- Professional ski competition photographer
- Has to know the rules of management of the photographers assisting to ski competitions and the FIS rules

### 1.3 TV/ Radio Coordinator

Responsible for:

- Coordination between LOC, right holders and HB regarding TV/Radio matters – mostly infrastructure

#### **BEFORE the event:**

- Assistance to production meetings of the HB
- Plan Mixed Zone in cooperation with HB/FIS /Mixed Zone Coordinator
- Set up of “Rate Card” in close cooperation with LOC logistics and technical departments (Level 4)
- Check with accommodation department for TV hotels
- Set up media shuttle service for TV crews adapted to TV working hours
- Liaise with Chief of Media to set up broadcast center and TV facilities
- Train runner-volunteers (define exact access ways for delivering result lists)
- Set up the LOC part of “World Broadcaster Meeting” (Level 4)
- Coordinating the delivery of the LOC documents needed for “TV guidelines” of the Host Broadcaster within the agreed time (Level 4)
- Organize media present for TV (in cooperation with Chief of Media)
- Set up procedure for collection of TV accreditations (team leaders?)
- Arrange additional accreditation for field-of-play access (bibs/armbands)
- TV sound and picture check with the host broadcaster

#### **DURING the event:**

- General coordination of all TV matters
- Presence at all TV meetings
- Coordination of supply of ski passes, car passes, media presents

#### **AFTER the event:**

- Written report to Chief of Media / CEO

## 1.4 Mixed Zone Coordinator

Responsible for:

- order and appropriate priorities for access to athletes in the mixed zone

### **BEFORE the event:**

- Mixed Zone Layout in close cooperation with TV/Radio coordinator, FIS delegates and HB
- Design of finish area layout plan
- Cooperation with logistics and technical department to set up Mixed Zone
- Study flow of the different groups of accredited persons (athletes / teams/ media...) in order to create a good flow of all groups (Prioritise athlete flow)
- Set up of proper security access
- Ensure hotspot in / near Finish Area
- Train security staff
- Coordination of fencing
- Check of sound level in Finish Area
- Attending of TV production meetings

### **DURING the event:**

- General coordination of Mixed Zone with FIS representatives
- Daily security check
- Introducing meeting to Team Media Attaches
- Liaison person between FIS / HB/ athletes / LOC
- Radio connection with jury / FIS / teams / LOC
- Coordination of athletes flow
- Assistance to Team Captain's Meetings
- If possible attendance at daily host broadcaster meetings
- Daily report to Chief of Media

### **AFTER the event:**

- Written report to Chief of Media

Requirements:

- Mixed Zone Coordinator should be experienced and well known by athletes, team staff and TV companies.

## 1.5 Media Center Manager

Responsible for:

- Main Media Center, Sub Media Center and services in these facilities.

### **BEFORE the event:**

- Train media volunteers
- Set up shift working plan for team
- Establish information system (pigeon holes / news board) in cooperation with Chief of Media

### **DURING the event:**

- General coordination of MMC / Sub Press Center
- Assist Chief of Media
- Coordinate written information (press releases)
- Responsible for daily press clipping
- Care of running of TV screens (in case of problems order technical support immediately)
- Ensure daily cleaning service in all media facilities
- Assure smooth distribution of information
- Supervise copy center and information desk
- Ensure running of press conferences
- Contact person for unexpected incidents in MMC
- Liaison to IT department in case of technical problems
- Supervise media catering / media lounge
- Daily report to Chief of Media
- Guarantee defined opening hours

### **AFTER the event:**

- Written report to Chief of Media
- Analysis of press clipping

## 1.6 Key Volunteers

The tasks of the Media staff (Level 3 and 4) can be divided into 5 major categories:

- Media Center/Sub Center team (Help desk/overall service/media lounge)
- Information team (writing/ translation service / distribution runner/ photocopying staff etc.)
- Web team ( writing / translation / editing / film and photo / social media)
- Press conference team (technician / service)
- Photographer team ( assistants and runner)

The following positions should be assigned at every 4 levels of organization:

**Media Center /Sub Center assistant:**

Main mission: Assist Media Center Manager. Help desk. Accreditation problems.  
Requirement: Speaks English fluently.

**Editorial assistant:**

Main mission: production of written information. As writer and/or translator. For documents, web, social media.

**Photocopying assistant:**

Main mission: Duplication of all kind of documents. Often back up for information runner

**Press conference assistant:**

Main mission: ensures smooth running of press conference. Security, light and sound check. Water and fruit for athletes. Microphone for questions on the floor.

**Information runner:**

Main mission: Smooth distribution of start and result lists and other information in MMC/Sub/IBC/TV Compound/commentator boxes/Mixed Zone/photo positions

**Photo runner (Alpine):**

Main mission: Collect photo sticks on slope. Assist photo manager with ceremony.  
Requirement: Excellent skier.

## Appendix 2: Internet Access

Basic Wi-Fi or other access to the internet in all media facilities must be offered free of charge.

In all cases please provide the fastest possible connection that is available. Media should be able to arrive at the event, “plug-in” and work immediately. To that end we have listed below a short summary of what you should consider.

It is recommended that access to the internet should be provided via a Local Area Network System. The network should be provided via Wi-Fi. In some cases, cabled connection for some groups of media might be preferred to ensure stability of connection.

### Wireless

- If a wireless network is available make the relevant connectivity information such as access codes easily available, etc.
- Where a Wi-Fi wireless infrastructure is provided, the number of Wi-Fi access points and the available bandwidth provided should be able to cope with the number of accredited media representatives at peak time.
- Upon request from accredited media (e.g. big photo agencies) the LOC must be prepared to coordinate the provision of private high-speed internet connection (for charge).
- It is recommended that a controlled access Wi-Fi hotspot is available near the photographers area in the Mixed Zone due to the volume of data transmitted.

### Minimum upstream

Please contact FIS for recommendations

### Access

Any solution should be configured to be as user-friendly as possible using for example DHCP to allocate IP addresses. The users should be able to connect with a minimum amount of assistance

### **Appendix 3: ON-COURSE PHOTOGRAPHER RULES AND REGULATIONS**

Following are the rules and regulations that any photographer receiving an on-course photography credential must follow relative to their conduct on the race course. Failure to follow any of these rules will result in the confiscation of event credential and photo armband/bib. The competition jury may also issue a sanction according to the FIS International Competition Rules (ICR), Article 223.

All on-course photo armbands/bibs will be issued at media registration by the local Chief of Media/Photographers. The number of photographers allowed on-course is determined by the FIS Race Director. This number has been set at a maximum of 40 photographers but may be changed due to special circumstances. Please note that according to the Article 14.1 of the FIS World Cup Rules, "access to the race course is only possible when specially allowed by the Chief Race Director of FIS after clear agreement with the Organizers."

These rules have been established to help ensure the safety of everyone on the race course and to provide the best working conditions for all parties.

#### **ON-COURSE PHOTO RULES**

- 1) Any photographer granted access to the course **MUST BE AN EXPERT SKIER AND HAVE CRAMPONS.**
- 2) In order to gain access to the race course, photographers must display both their event media credential and the on-course photo armband/bib. Please make sure that both are clearly visible to course security personnel.
- 3.) All on-course photographers **MUST** be in place **ONE HOUR PRIOR TO THE START OF THE FIRST FORERUNNER FOR THE COMPETITION.** When accessing photo positions, photographers should slip down on the outside of the gates, never on the course.
- 4.) Prior to the start of a competition, a member of the jury or a person officially charged with the task will make a final inspection slip to ensure that all photographers are in safe positions. If jury members or race officials instruct a photographer to move from their established position, the photographer must comply immediately.
- 5.) All skis, backpacks and other gear not utilized for shooting must be stored behind the safety installations, away from any potential spill zone. Skis should be placed flat on the snow.
- 6.) **NO TRIPODS ARE ALLOWED ON-COURSE.**
- 7.) Photographers must stay in their established positions until the conclusion of the race. Movement to different positions is not allowed during the race. Photographers may leave their position only if special instructions are given.
- 8.) Photographers should be mindful of the sponsor banners that are positioned on the course, never standing in front of the banners so as to block their exposure to television.
- 9.) Photographers **MUST** obey instructions received from a member of the jury. Any requests to move or alter the photo position **MUST BE OBEYED IMMEDIATELY.**

**REFUSAL TO ADHERE TO THE ABOVE RULES WILL RESULT IN THE CONFISCATION OF THE EVENT MEDIA CREDENTIAL AND ON-COURSE ARMBAND/BIB, AS WELL AS POSSIBLE SANCTIONS BY FIS.**

**A FIS ad hoc on course photo accreditation to the [EVENT] for persons who are not bearers of a valid FIS Season Accreditation is subject to the following terms and conditions:**

- the undersigned hereby expressly confirms that they are not under a sanction of ineligibility issued by FIS or by an entity the decisions of which are to be recognised by FIS in accordance with FIS Rules and in particular the FIS Anti-Doping Rules, as no valid accreditation can be issued in such case, respectively, any accreditation already granted at the time such sanction becomes effective will automatically become void.
- the undersigned confirms that they will attend the [EVENT] in the specified function for which they are applying for accreditation and will not use the accreditation for other purposes.
- the undersigned attests that they submit to and will strictly comply with the International Competition Rules (ICR) and their by-laws and will strictly follow all instructions of the organizers, the competition jury, race directors and other representatives of the FIS.
- The undersigned accepts that they are entering the restricted areas including, subject to specific additional permissions given by the FIS Chief Race Director, the competition areas at their own and sole risks and responsibility and that, within the limits of applicable law, they fully release the FIS, [LOC], their respective officers, employees and agents, as well as racers, trainers and other participants from any liability in case of any injury or damages they would suffer.
- The undersigned further accepts that they may be responsible for any damage or injury they are causing. In this respect, they understand that, unless they are covered by the general civil liability insurance of [LOC] as a result of their specific function either within the Organising Committee or in application of the ICR, they are not covered by such insurance and they are, therefore, obliged to have an appropriate civil liability insurance of their own.
- The undersigned undertake to behave properly at all times and to abstain from any act or behaviour which interferes with the proper organisation of the [EVENT], including without limitation to use its accreditation for purposes which are in conflict which are in conflict with legitimate activities authorised by FIS and/or the [LOC] (e.g. unauthorised commercial or media activities).

The undersigned person acknowledges and accepts that failure to comply at any time with any of the above terms and conditions may lead to withdrawal of the FIS ad hoc on course photo accreditation. (The Jury may sanction according to ICR, article 223.)

Any issue related to the application, grant, denial, withdrawal, validity or content of such a FIS ad hoc on course photo accreditation is governed by the FIS Rules and, subsidiarily, Swiss law.

Without limitation to the jurisdiction of any body of competent jurisdiction in connection with the application of the FIS Rules to which the undersigned may be submitted, any dispute which is not to be adjudicated in application of specific procedures provided for by the FIS Rules, but which arises between such accredited person and the FIS and/or the organiser, including but not limited to issues linked with application for grant, denial, withdrawal, validity or content of the FIS ad hoc on course photo accreditation or claims for damages of either party against the other arising out of occurrences (acts or omissions) linked with the use of such accreditation shall be exclusively settled by arbitration before the Court of Arbitration for Sport (“CAS”) in Lausanne in accordance with the CAS rules then in effect.

Place and Date: .....The undersigned:.....

#### Appendix 4: Suggested content for Media Room on event website

GROUP	CONTENT	COMMENT
Teams	<ul style="list-style-type: none"> <li>• Team invitation</li> <li>• TCM</li> <li>• Maps &amp; Profiles</li>   <li>• Important contacts</li> <li>• Link to entry system</li> <li>• Important deadlines</li>   <li>• Competition information</li> <li>• Race program</li> <li>• Transportation</li> <li>• Misc.</li> </ul>	<ul style="list-style-type: none"> <li>• PDF version</li> <li>• PDF</li> <li>• Maps &amp; profiles of used competition courses, wax cabins, training courses and how to get there, location of Race Office, Anti-Doping, Press Center, etc.</li> <li>• Waxing area contact, race office, transportation desk, accommodation, police, doctor, etc.</li>   <li>• Communication of program changes, off. Trainings, etc.</li> <li>• Contact person, timetable, pick up and drop off points</li> <li>• Internet Connection, weather forecast, social events</li> </ul>
Spectators	<ul style="list-style-type: none"> <li>• Race program</li> <li>• Tickets</li> <li>• How to get to the venue</li> <li>• Transportation</li>   <li>• Venue maps</li> <li>• Site events program</li> </ul>	<ul style="list-style-type: none"> <li>• Competition program, site events, concerts, etc.</li> <li>• Pricing, where to buy, online shop, etc</li> <li>• Maps, entrances, grandstands, points of interest</li> <li>• Public transportation, schedules, parking lots, access roads, roads closure, police information, etc.</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Media invitation</li> <li>• Location of press center &amp; sub press, accreditation</li> <li>• Opening hours</li> <li>• Competition program (linked to the team area)</li> <li>• Internet connection information</li> <li>• Maps &amp; Profiles</li> <li>• Factsheet about the venue &amp; event</li> <li>• Transportation</li> <li>• Hotels, accommodation</li> <li>• Download section for logo, venue picture etc (in high resolution)</li> <li>• Media Releases</li> </ul>	<ul style="list-style-type: none"> <li>• PDF version, contact to press center, press chief</li> <li>• Maps, how to get</li> <li>• Opening hours of Press and Sub press center, accreditation, race office, etc.</li>   <li>• Wi-Fi, LAN, help desk contact, rates, networks, up &amp; downstream information, etc</li> <li>• Competition courses maps and profiles</li> <li>• Interesting info about the venue, FAQ, etc</li> <li>• Contact person, schedules, pick and drop off points, fares, maybe rental car offer</li> <li>• Accommodation chief, hotels offer, etc</li> </ul>
General info	<ul style="list-style-type: none"> <li>• News about the event</li> <li>• Information about preparation</li> <li>• Pictures and/or videos</li> <li>• Behind the scenes about preparation</li> <li>•</li> </ul>	
Sponsors	<ul style="list-style-type: none"> <li>• Official World Cup Logo (with Hyperlink)</li> <li>• FIS Sponsor Logos (with Hyperlink)</li> </ul>	

