

THE ECONOMIC IMPACT OF INTERNATIONAL SPORTS ORGANISATIONS IN SWITZERLAND 2008–2013

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ABSTRACT

This year marks the 100th anniversary of the International Olympic Committee being headquartered in Lausanne. In conjunction with this milestone, the International Academy of Sports Sciences and Technology — the AISTS — has completed a study on the overall economic impact of the International Olympic Committee and other international sports organisations. The study concentrates on Switzerland, with emphasis on the Lausanne region and the Canton of Vaud. It spans the years 2008 to 2013 and consolidates data from 45 responding international sports organisations.

Together, these organisations and their visitors spend an average of CHF 691 million within Switzerland each year. This spending generates CHF 379 million of additional impact on the Swiss economy, creating an average yearly economic impact of **CHF 1.07 billion** for Switzerland, **CHF 0.55 billion** for the Canton of Vaud and **CHF 0.25 billion** for the Lausanne region. This economic impact has a positive effect on employment, business tourism, and the construction sector. The impact goes well beyond what is tangible. Swiss residents are not only well aware of the presence of international sports organisations but also consider this presence important.

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*This study was mandated by the International Olympic Committee,
the City of Lausanne and the Canton of Vaud.*

We would like to express our deepest appreciation to the 45 international sports organisations executives and respective financial departments who made this study possible by taking the time to collect, consolidate and share the fundamental data with the AISTS.

We would also like to acknowledge the trust demonstrated by the International Olympic Committee, the City of Lausanne and the Canton of Vaud in mandating the AISTS to conduct this study.

Many thanks go to Jérémy Malletroit and Mandeep Saharan at the AISTS for their rigorous compilation of all the data.

Finally, we want to express our appreciation of the expert guidance of Professor Jean-Jacques Dethier from Georgetown University and the University of Bonn, and Professor Stéphane Garelli from IMD and the University of Lausanne, whose insightful review of the methodology, the findings and the report were crucial to the project.



Dr Claude Stricker,
AISTS Head of Study and
Executive Director



Ms Amandine Bousigue,
AISTS Project Manager



FOREWORD

International Sports Organisations (ISOs) have long been recognised as significantly influencing a country's prosperity. However, it is sometimes difficult to assess their overall economic impact. In 2007, the International Academy of Sports Science and Technology (AISTS) conducted an early impact analysis, which was a first step toward measuring the total contribution of the International Olympic Committee (IOC) to the local economy (at that time, the City of Lausanne and the Canton of Vaud). The study before you now goes further, expanding the methodology to include most ISOs and the scope of the analysis to the rest of Switzerland.

This report is remarkable in several respects. First, it covers a more comprehensive six-year period. Second, it builds on survey information provided by almost all International Federations and other ISOs linked to the IOC. It is also more comprehensive in terms of territorial scope since it examines the economic impact of the Olympic Movement on Lausanne, the Canton of Vaud and the Swiss Confederation. Finally, it takes one more step toward the measurement of the IOC's non-economic impact by surveying residents about their perception of the IOC and ISOs.

We have chosen a conventional methodology to measure the economic impact of the Olympic Movement on the local economy, the canton and the country. This economic impact study is founded on the national income accounting (NIA) framework developed by Richard Stone and others, and on the multiplier analysis developed by J.M. Keynes. The NIA framework, which provides a baseline

calculation of the actual direct contribution of sport activities to the local economy, is the most conservative approach of those used in the literature, as it is limited to measuring the direct impact of sport rather than the wider impacts on other sectors. One reason the NIA framework has often been used for measuring the economic importance of sport at the national level is that a large proportion of the data can be obtained from published sources. The methodology used in this report goes one step further by using multiplier analysis to measure the effects of an additional injection of spending into the local economy. It shows the direct, indirect and induced effects of a specific change in expenditure. It is an appropriate method for estimating the economic impact of sport events and activities, as these generate income, expenditure and employment that are additional to the normal flow of expenditure in the local economy.

We have also deliberately adopted a very cautious methodology and made particularly conservative assumptions, described in detail in the report, in measuring the economic impact. Therefore the results presented here are conservative figures and the likely impact is much larger than what is reported.

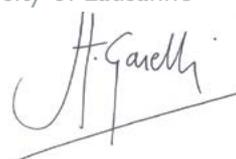
We trust that this report underlines that the impact of ISOs on a local economy (in this case Switzerland) is far more significant and extensive than previously assumed. We also hope that it will help policymakers and the public recognise the positive contribution of such organisations on increasing the prosperity of their nation.



Professor Jean-Jacques Dethier,
Georgetown University and
University of Bonn



Professor Stéphane Garelli,
IMD and University of Lausanne



EXECUTIVE SUMMARY

This year marks the 100th anniversary of the International Olympic Committee (IOC) being headquartered in Lausanne. In conjunction with this milestone, the International Academy of Sports Sciences and Technology (AISTS) has completed a study on the economic impact of the International Olympic Committee and other International Sports Organisations (ISOs) in Switzerland.

The study, which was requested by the IOC, the City of Lausanne and the Canton of Vaud, considers the overall economic impact of the ISOs while also illuminating their effect on direct employment, business tourism and construction. The report is complemented by an analysis of Swiss residents' perceptions of the presence and importance of the IOC and other ISOs in Switzerland.

The impact extends well beyond that created by the IOC administration alone. The IOC collaborates with and provides significant financial support to almost all the other ISOs, in particular the International Federations (IFs) that are part of the Olympic Movement. Most IFs are located in Switzerland as a result of the IOC's presence in the country. The appeal of the City of Lausanne, the Canton of Vaud and the Swiss Confederation has also played a role in attracting sports organisations to the area.

Key results

Together, the ISOs and their visitors spend an average of CHF 691 million within Switzerland per year. This spending generates CHF 379 million of additional impact on the Swiss economy, creating an average yearly economic impact of **CHF 1.07 billion** for Switzerland, **CHF 0.55 billion** for the Canton of Vaud and **CHF 0.25 billion** for the Lausanne region¹. This includes direct, indirect and induced economic impacts. Every CHF 1 spent in Switzerland by ISOs created CHF 1.55 for the local economy.

The IOC and its financially supported ISOs generated **CHF 838 million** of the average yearly economic impact in Switzerland. As a not-for-profit association, the IOC financially supports the organisation of the Olympic Games and the development of sport worldwide by redistributing its revenues. This includes a yearly average of CHF 128 million given to ISOs and other sports-related organisations in Switzerland.

The 45 ISOs that responded to our request for data employed over **2,150 people** in Switzerland in 2013, more than **three quarters** of whom worked for the IOC or its financially supported ISOs. Of these 2,150 employees, approximately **1,300** lived in the Canton of Vaud, of whom more than 630 resided in the Lausanne region. The same year, the total amount of income tax paid by ISOs' employees residing in the Canton of Vaud was estimated at **CHF 40 million**. ISOs contributed more than **CHF 22 million** on average each year to their employees' pension funds.

The study also reveals that the presence of the IOC and the ISOs in Switzerland generated more than **32,000** overnight business visits annually, over half of which were in the Canton of Vaud.

The construction industry also benefited from the presence of ISOs, with a total of **CHF 206 million** spent between 2008 and 2013 by the ISOs in this sector.

¹ To be precise, **CHF 250 million** for the Lausanne region, **CHF 546 million** for the Canton of Vaud and **CHF 1.070 billion** for Switzerland

The economic impact calculated here can be considered a conservative estimate for three reasons. First, the study did not consider the money spent by all accompanying guests of ISO visitors or the money spent by visitors to the Olympic Museum, except for entry tickets. Second, conservative multipliers were used to estimate the indirect and induced impacts. Finally, the economic impact of international sports events in Switzerland — some of which can be attributed to the ISOs' presence — were not included in the study's scope.

The impact of ISOs extends well beyond tangible data. To account for this, a survey was conducted to measure the intangible impact of the IOC and ISOs in Switzerland. The results show that **72% of respondents residing in the Canton Vaud** consider it **important to host ISOs in the country**, and that **94% of respondents residing in the Canton Vaud** and **65% of respondents residing in Switzerland** are **aware that the IOC is headquartered in Lausanne**. Respondents feel a sense of pride in hosting the IOC headquarters and value the City of Lausanne's title of "Olympic Capital".

Methodology

The study was carried out by the AISTS under the guidance of two leading international economists: Professor Jean-Jacques Dethier from Georgetown University, Washington D.C. and the University of Bonn, and Professor Stéphane Garelli from IMD and the University of Lausanne. The study applied the method proposed by Barget (2001), which was based on Stritt & Voillat (1998).

A tangible economic impact is defined as the product of a net injection and a multiplier. The spending of an economic actor (an ISO, in this case) in a reference area is called an injection. A **net injection** is the difference between financial flows in and out of a reference area. A **multiplier** — a concept from Keynesian theory — is a factor of proportionality that measures changes in direct spending and employment in a given area, in response to the net injection, after several rounds of spending.

First, the primary income (the combination of the direct and indirect impacts) is computed. The direct impact mostly corresponds to the effect on local residents of salaries and social security contributions paid by ISOs and by the construction and business tourism sectors as a result of the activity generated by ISOs. The indirect impact corresponds to the effect on local companies of purchased goods and services and investments.

Second, the induced impact (i.e. the expenses induced by the spending of the primary income by local residents and local companies) is calculated.

The overall economic impact can then be estimated by adding the primary income (direct and indirect impacts) with the induced impact.

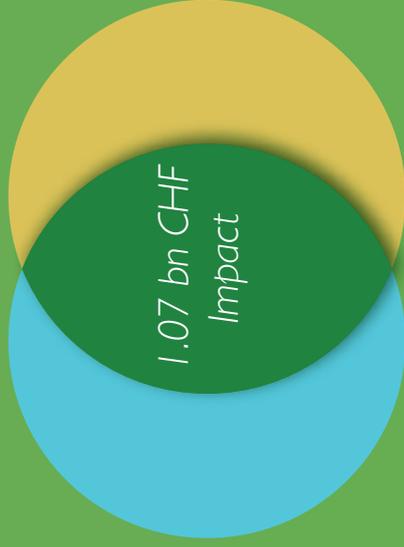
The data was collected through spreadsheets emailed by the AISTS to each of the 46 ISOs. It was strictly confidential and no data was disclosed in any unconsolidated manner. Follow-up emails, phone calls and meetings were held to seek clarification and control the validity of the data. All ISOs except one provided the requested data. The study does not cover the economic impact of sports events organised in Switzerland.

THE ECONOMIC IMPACT OF INTERNATIONAL SPORTS ORGANISATIONS 2008–2013

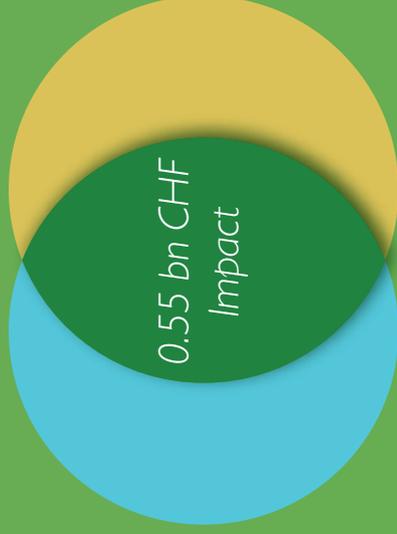
YEARLY AVERAGE ECONOMIC IMPACT

- Outside Revenue
- Inside Expenditures
- Positive Impact

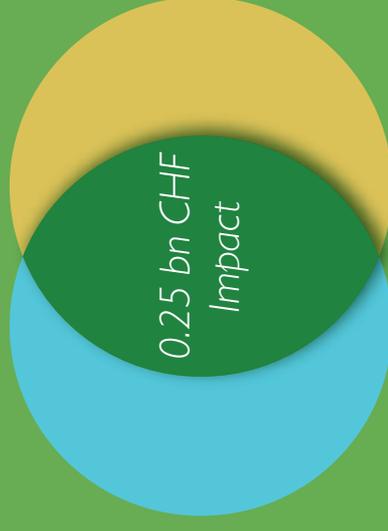
Switzerland
Incl. Canton of Vaud



Canton of Vaud
Incl. Lausanne region



Lausanne region



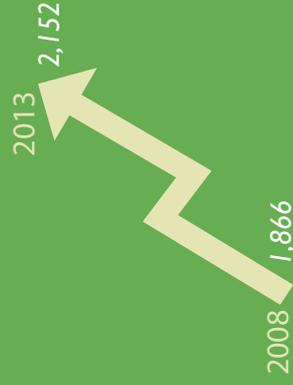
BUSINESS TOURISM

Guest nights



DIRECT EMPLOYMENT

Employees



45 INTERNATIONAL SPORTS ORGANISATIONS



- Lausanne Region
- Canton of Vaud
- Switzerland

- | | | | | | | | | | | | | |
|------|-------|------|-------|------|------|------|------|------|------|------|------|-------|
| AIBA | AISTS | ANOC | ASOIF | CAS | EA | EGA | FAI | FIBA | FILA | ETA | FIA | FIFA |
| FEI | FIE | FIG | FIH | FINA | FISA | FISU | FIVB | FIM | UCI | FIS | IHF | IHF |
| IBAF | ICF | IGF | IJF | IMGA | IOC | ISU | ITTF | UEFA | UEC | UJAA | WADA | WFSGI |
| ITU | SA | SAC | UEG | WA | WATA | WTF | | | | | | |

GLOSSARY

AIBA	Association Internationale de Boxe Amateure
AISTS	Académie Internationale des Sciences et Techniques du Sport
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
CAS	Court of Arbitration for Sport
CIES	Centre International d'Etude du Sport
EA	European Athletics
EBU	European Broadcasting Union
EGA	European Golf Association
ETA	European Tennis Association
FAI	Fédération Aéronautique Internationale
FEI	Fédération Equestre Internationale
FIA	Fédération Internationale de l'Automobile
FIBA	Fédération Internationale de Basketball
FIE	Fédération Internationale d'Esclime
FIFA	Fédération Internationale de Football Association
FIG	Fédération Internationale de Gymnastique
FIH	Fédération Internationale de Hockey
FILA	Fédération Internationale des Lutttes Associées
FIM	Fédération Internationale de Motocyclisme
FINA	Fédération Internationale de Natation
FIS	Fédération Internationale de Ski
FISA	Fédération Internationale des Sociétés d'Aviron
FISU	Fédération Internationale du Sport Universitaire
FIVB	Fédération Internationale de Volleyball
IBAF	International Baseball Federation
ICF	International Canoe Federation
IF	International Federation
IGF	International Golf Federation
IHF	International Handball Federation
IIHF	International Ice Hockey Federation
IJF	International Judo Federation
IMGGA	International Masters Games Association
IOC	International Olympic Committee
ISO	International Sports Organisation
ISU	International Skating Union
ITTF	International Table Tennis Federation
ITU	International Triathlon Union
NIA	National Income Accounting
OCPM	Overhead Costs and Profit Margins
SA	SportAccord
SAC	SportAccord Convention
UCI	Union Cycliste Internationale
UEC	Union Européenne de Cyclisme
UEFA	Union of European Football Associations
UEG	Union Européenne de Gymnastique
UIAA	Union Internationale des Associations d'Alpinisme
WA	World Archery
WADA	World Anti-Doping Agency
WFSGI	World Federation of the Sporting Goods Industry
WTF	World Taekwondo Federation

DEFINITIONS

Direct impact: effect of salaries and social security contributions on local residents.

Indirect impact: effect of purchased goods and services and investments on local companies.

Induced impact: expenses induced by the spending of the primary income by local residents and local companies.

Injection: spending of an economic actor in a reference area.

Net injection: spending inside the reference area that is financed by revenue from outside of the reference area.

OCPM-overhead costs and profit margins: combination of finance charges, taxes, risks and profit.

Overall economic impact: sum of the primary income and induced impact.

Primary income: sum of the direct and indirect impacts.

Tangible impact: product of a net injection and a multiplier.

I METHODOLOGY: THE ECONOMIC IMPACT MODEL

This section describes the methodology related to the economic impact, which is the primary focus of the study. The methodology pertaining to the intangible impact is detailed in the relevant section (cf. 6 THE IMPACT ON PERCEPTION).

I.1 Objective

The main objective of the study is to estimate the overall economic impact of ISOs in Switzerland and to shed light on their impact on direct employment, business tourism and construction.

I.2 Scope

I.2.1 Reference areas

- Lausanne region: the City of Lausanne as well as Belmont-sur-Lausanne, Cheseaux-sur-Lausanne, Crissier, Epalinges, Jouxteins-Mézery, Le Mont-sur-Lausanne, Lutry, Paudex, Prilly, Pully, Renens, Romanel-sur-Lausanne, Saint-Sulpice.
- Canton of Vaud (including the Lausanne region)
- Switzerland (including the Canton of Vaud)



Figure 1 - Geographical map of the three reference areas

1.2.2 Reference years

The report measures the economic impact for 2008, 2009, 2010, 2011, 2012 and 2013. To provide a single measure for this entire period, the results are generally presented as the six-year average.

1.2.3 Reference organisations

An ISO is a not-for-profit institution that has international reach and is in direct interaction with the Olympic Movement. The economic impact is calculated for ISOs with a physical presence, meaning they have a minimum of one employee residing in Switzerland for a minimum of one year. The following 46 ISOs have a physical presence in Switzerland.

1.2.3.1 31 ISOs in the Lausanne region

AIBA	Association Internationale de Boxe Amateure
AISTS	Académie Internationale des Sciences et Techniques du Sport
ANOC	Association of National Olympic Committees
ASOIF	Association of Summer Olympic International Federations
CAS	Court of Arbitration for Sport
EGA	European Golf Association
European Athletics	European Athletics
FAI	Fédération Aéronautique Internationale
FEI	Fédération Equestre Internationale
FIE	Fédération Internationale d'Escrime
FIG	Fédération Internationale de Gymnastique
FIH	Fédération Internationale de Hockey
FINA	Fédération Internationale de Natation
FISA	Fédération Internationale des Sociétés d'Aviron
FISU	Fédération Internationale du Sport Universitaire
FIVB	Fédération Internationale de Volleyball
IBAF	International Baseball Federation
ICF	International Canoe Federation
IGF	International Golf Federation
IJF	International Judo Federation
IMGA	International Masters Games Association
IOC	International Olympic Committee
ISU	International Skating Union
ITTF	International Table Tennis Federation
ITU	International Triathlon Union
SportAccord	SportAccord
SportAccord Convention	SportAccord Convention
UEG	Union Européenne de Gymnastique
WA	World Archery
WADA	World Anti-Doping Agency – European Office
WTF	World Taekwondo Federation

1.2.3.2 5 ISOs in the Canton of Vaud (excluding Lausanne region)

FIBA	Fédération Internationale de Basketball
FILA	Fédération Internationale des Lutttes Associées
FIM	Fédération Internationale de Motocyclisme
UCI	Union Cycliste Internationale
UEFA	Union of European Football Associations

1.2.3.3 10 ISOs in Switzerland (excluding Canton of Vaud)

CIES	Centre International d'Etude du Sport
ETA	European Tennis Association
FIA	Fédération Internationale de l'Automobile
FIFA	Fédération Internationale de Football Association
FIS	Fédération Internationale de Ski
IHF	International Handball Federation
IIHF	International Ice Hockey Federation
UEC	Union Européenne de Cyclisme
UIAA	Union Internationale des Associations d'Alpinisme
WFSGI	World Federation of the Sporting Goods Industry

1.3 Data collection

1.3.1 Phase 1 in 2013: Two reference areas, four reference years

In spring 2013, at the request of the City of Lausanne and the Canton of Vaud, all executives of ISOs located in the Canton of Vaud were sent an official letter by the AISTS requesting their ISOs' revenues, expenditures and visitors (meetings/non-sporting events) figures in a provided spreadsheet by June 12th, 2014. Reference areas were the Lausanne region and the Canton of Vaud. All ISOs with a physical presence in the Canton of Vaud provided the data with the exception of the IOC due to time constraints associated with the organisation of the Sochi 2014 Winter Olympics, leaving a total of 30 ISOs.

1.3.2 Phase 2 in 2014: One additional reference area, two additional reference years

In spring 2014, the IOC decided to expand the scope of the study to cover all of Switzerland, and to include the years 2012 and 2013. This meant the report could incorporate the latest available data. The reference years were extended to 2008, 2009, 2010, 2011, 2012 and 2013. The reference areas were extended to the Lausanne region, the Canton of Vaud and Switzerland.

In mid-August 2014, the executives of the 46 ISOs with a physical presence in Switzerland were sent an official letter by the IOC by email to explain the purpose of the study and the extension of the scope, as well as to introduce the AISTS.

The AISTS subsequently contacted all 46 ISO executives by email with a spreadsheet to capture their annual revenues, expenditures and visitors (meetings/non-sporting events) data for completion by September 30th, 2014. The 30 ISOs with a physical presence in the Canton of Vaud were simply asked to complement the information they had already provided with data for the additional reference area (Switzerland) and the additional reference years of 2012 and 2013. All ISOs were also asked to indicate the number of employees residing in each reference area for each reference year, as well as the amount of their annual contribution to employees' pension funds for each year and the reserve ratio¹ of the pension funds. By January 2015, after a thorough follow-up from the AISTS with ISOs' respective financial departments,

*all data was collected from all the ISOs with
a physical presence in Switzerland,*

with one exception: the Centre International d'Etude du Sport (CIES), which refused to take part in the study. For the sake of simplicity, the term "ISOs" refers to the 45 responding ISOs.

1.3.3 Confidentiality

During the entire collection process, the data was submitted directly to the AISTS and held strictly confidential. No data was disclosed in any unconsolidated manner. The consolidated results of the economic impact of all ISOs were submitted to the experts, the IOC, the City of Lausanne and the Canton of Vaud for review.

¹ The reserve ratio indicates the proportion of fund that the pension fund would be able to pay if it ever had to pay all insured people at the same time. For example, if a pension fund is in a position to pay all insured people at once, then its reserve ratio is 100%. This ratio is an indicator of the financial health of the pension fund. In French, it is known as *taux de couverture*.

1.4 Data calculation

The study applies the method proposed by Barget (2001), following Stritt & Voillat (1998), that defines a tangible economic impact as the product of a net injection and a multiplier.

Calculating the overall economic impact of ISOs then consists of six consecutive steps:

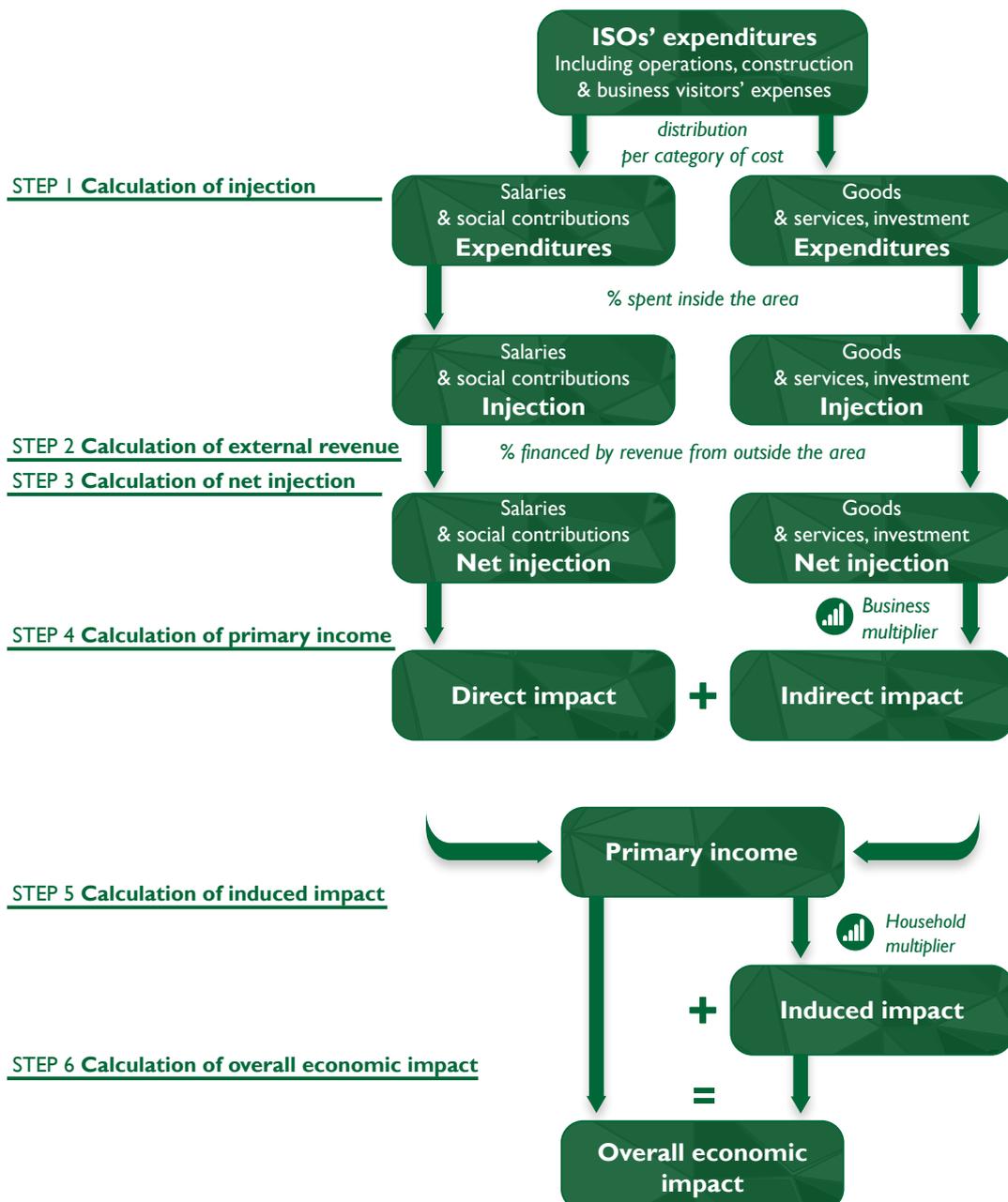


Figure 2 – Simplified calculation flow of the overall economic impact of ISOs¹

¹ Based on Stritt & Voillat (1998)

1.4.1 Calculation of the injection

The first step toward estimating the economic impact is to isolate the spending of an economic actor (in this case, an ISO) in a reference area. This is called the injection. Spending outside a reference area is not considered. For example, when calculating the injection for the Lausanne region, expenditures in the Canton of Vaud, in the rest of Switzerland or in the rest of the world are excluded.

For each ISO, the injection is calculated for each reference area, year and category of expenditures: salaries and social contributions, goods and services and investments. The study takes salaries and social contributions paid by ISOs, as well as by the construction and tourism sectors as a result of the activity generated by ISOs and their visitors, into consideration. Similarly, the study takes purchased goods and services and investments made by ISOs, as well as by the construction and tourism sectors as a result of the activity generated by ISOs and their visitors, into consideration.

1.4.2 Calculation of external revenue

The second step toward estimating the economic impact is to isolate the revenue of an economic actor (in this case, an ISO) from outside the reference area. This is called the external revenue. Revenue from inside a reference area is not considered. For example, when calculating the external revenue in the Lausanne region, revenue from inside the Lausanne region is excluded.

For each ISO, the external revenue is calculated for each reference area and year.

Financial support from the IOC is considered as revenue coming from outside Switzerland, as all ISOs in the world that are entitled to such funding receive it regardless of location. Similarly, IOC revenues from the European Broadcasting Union (EBU) are considered as coming from outside Switzerland.

1.4.3 Calculation of the net injection

The third step toward estimating the economic impact is to calculate the net injection in the economy. This corresponds to what is spent inside the reference area (injection) which is financed by revenue from outside of the reference area (external revenue). Regarding expenditures of visitors, only spending in the reference areas by those living outside the reference areas, which are therefore considered autonomous cash injections, have been counted.

Everything spent outside the region and covered by revenues from within the region is considered as leakage.

When considering the Lausanne region, the net injection is what is spent inside the Lausanne region which was financed by revenue from outside of the Lausanne region.

		Expenditures	
		Inside Lausanne region	Outside Lausanne region
Revenues	Outside Lausanne region	Positive impact	Neutral impact
	Inside Lausanne region	Neutral impact	Leakage

Figure 3 – Positive economic impact of ISOs in the Lausanne region¹

¹ Inspired by Junod (2005), based on Preuss and Weiss (2003)

When considering the Canton of Vaud, the net injection is what is spent inside the Canton of Vaud which was financed by revenue from outside of the Canton of Vaud.

		Expenditures	
		Inside Canton of Vaud	Outside Canton of Vaud
Revenues	Outside Canton of Vaud	Positive impact	Neutral impact
	Inside Canton of Vaud	Neutral impact	Leakage

Figure 4 – Positive economic impact of ISOs in the Canton of Vaud¹

When considering Switzerland, the net change is what is spent inside Switzerland which was financed by revenue from outside Switzerland.

		Expenditures	
		Inside Switzerland	Outside Switzerland
Revenues	Outside Switzerland	Positive impact	Neutral impact
	Inside Switzerland	Neutral impact	Leakage

Figure 5 – Positive economic impact of ISOs in Switzerland²

For each ISO, the net injection is calculated for each reference area, year and category of expenditures: salaries and social contributions, goods and services, and investments.

1.4.4 Calculation of the primary income

The fourth step toward estimating the economic impact is to calculate the primary income. This is the combination of the direct and indirect impacts.

1.4.4.1 Calculation of the direct impact

The direct impact mostly corresponds to the effect of salaries and social security contributions on local residents. As mentioned previously, the study takes salaries and social contributions paid by ISOs, as well as by the construction and business tourism sectors as a result of the activity generated by ISOs, into consideration.

Based on the formula applied by Nassar & Stricker (2007), based on Stritt & Voillat (1998):

$$\text{Direct impact} = \text{salaries and social contributions} + \frac{3}{4} \text{overhead costs and profit margins (OCPM)}$$

OCPM corresponds to the combination of finance charges, taxes, risks and profit.

The direct impact is calculated for each reference area and year:

¹ Inspired by Junod (2005), based on Preuss and Weiss (2003)

² Inspired by Junod (2005), based on Preuss and Weiss (2003)

1.4.4.2 Calculation of the indirect impact

The indirect impact corresponds to the effect of purchased goods and services and investments on local companies. As mentioned previously, the study takes purchased goods and services and investments made by ISOs, as well as by the construction and business tourism sectors as a result of the activity generated by ISOs, into consideration.

Based on the formula applied by Nassar & Stricker (2007), based on Stritt & Voillat (1998):

$$\text{Indirect impact} = \left(\frac{1}{4} \text{OCPM} + \text{bought goods and services} + \text{investments} \right) * \text{business multiplier}^1$$

OCPM corresponds to the combination of finance charges, taxes, risks and profit.

As per Nassar & Stricker (2007): "The value of the multiplier corresponds to the rate of leakage. The smaller the reference area, the higher the tendency to import the goods and services required, and therefore the more likely it is that the value of the multiplier will be reduced. The value of the business multiplier is influenced by the propensity to consume, the propensity to import and the marginal tax rate."

The data required to calculate multipliers for the six reference years is not available. Consequently, the same multipliers as in the study of Nassar & Stricker (2007) are used for the Lausanne region, since the same geographical area is covered. The same multipliers as in the study of Rütter et al. (2004) for the Lemanic Arc region are used for the Canton of Vaud, since a similar geographical area is covered. The same multipliers are used for the Canton of Vaud as for Switzerland. Multipliers have not been adjusted to reflect changes in the Swiss economy. Their value can therefore be considered conservative.

The indirect impact is calculated for each reference area and year:

Reference Area	Business Multiplier
Lausanne region	0.396
Canton of Vaud	0.510
Switzerland	0.510

Figure 6 – Business multipliers used for the calculation of the indirect impact of ISOs per reference area

¹ Cf. Nassar, V., Stricker, C., Economic Impact Study of the IOC Group on Lausanne and the Lemanic Arc, AISTS, Lausanne, 2007, p23:

The formula for calculating the business multiplier (K_b) is: $K_b = \frac{1 - \mu}{1 - (1 - \mu) * (1 - t) * c}$ where :

$(1 - \mu)$ represents the share of value added in the area and $\frac{1}{1 - (1 - \mu) * (1 - t) * c}$ the induced effects with:

c = marginal propensity to consume,

t = marginal tax rate,

μ = import-related share of the marginal propensity to consume.

1.4.5 Calculation of the induced impact

The fifth step toward estimating the economic impact is to calculate the induced impact. This refers to the expenses induced by the spending of the primary income by local residents and local companies.

Based on the formula applied by Nassar & Stricker (2007) based on Stritt & Voillat (1998):

$$\text{Induced impact} = \text{primary income} * \text{household multiplier}^1$$

As with the business multiplier, the data required to calculate multipliers for the six reference years is not available. Consequently, the same multipliers as in the study of Nassar & Stricker (2007) are used for the Lausanne region, since the same geographical area is covered. The same multipliers as in the study of Rütter et al. (2004) for the Lemanic Arc region are used for the Canton of Vaud as a similar geographical area is covered. The same multipliers are used for the Canton of Vaud as for Switzerland. Multipliers have not been adjusted to reflect changes in the Swiss economy. Their value can therefore be considered conservative.

The induced impact is calculated for each reference area and year.

Reference Area	Household Multiplier
Lausanne region	1.43
Canton of Vaud	1.51
Switzerland	1.51

Figure 7 – Household multipliers used for the calculation of the induced impact of ISOs per reference area

1.4.6 Calculation of the overall economic impact

Finally, the overall economic impact can be estimated by adding the primary income (direct and indirect impacts) to the induced impact. The economic impact is calculated for each reference area and year. The overall yearly average impact can then be calculated.

1.4.7 Double accounting considerations

In order to avoid any double accounting issues, visitors' expenses that are paid by the visitors themselves are distinguished from expenses that are covered by ISOs, as the latter have already been captured under their expenditures.

Also, IOC financial support to ISOs is captured at the level of the ISOs as revenue coming from outside Switzerland, but is not captured under the IOC expenditure. This way, it is not counted twice.

¹ Cf. Nassar, V., Stricker, C., Economic Impact Study of the IOC Group on Lausanne and the Lemanic Arc, AISTS, Lausanne, 2007, p23:

The formula to calculate the Keynesian household multiplier (Kh) is $Kh = \frac{1}{1 - (1 - \mu) * (1 - t) * c}$ where:

c = marginal propensity to consume,

t = marginal tax rate,

μ = import-related share of the marginal propensity to consume.

1.5 Limitations

The calculations may be affected by two types of limitations. First, the results depend on the primary data received from the ISOs with no possibility to control their accuracy. When necessary, clarification was sought through follow-up emails, phone calls and meetings and data was checked. The high response rate by ISOs has eliminated the need to extrapolate. In the future, a more frequent and systematic data collection process would facilitate the work of the ISOs in providing accurate data. The second limitation is the fact that multipliers have not been updated, a task that was beyond the scope of this study and may have resulted in impact figures that are unduly conservative.

2 THE OVERALL ECONOMIC IMPACT

Together, the ISOs and their visitors spend an average of CHF 691 million within Switzerland per year. This spending generates CHF 379 million of additional impact on the Swiss economy, creating an average yearly economic impact of

CHF 1.07 billion for Switzerland, CHF 0.55 billion for the Canton of Vaud and CHF 0.25 billion for the Lausanne region¹.

This includes direct, indirect and induced economic impacts as detailed in Figure 8 on the next page.

The impact of taxes paid by ISOs is also captured in the calculation of the overall economic impact.

As shown in Table 9 on the next page, the induced impact is responsible for the majority of the overall economic impact².

¹ To be precise, **CHF 250 million** for the Lausanne region, **CHF 546 million** for the Canton of Vaud and **CHF 1.070 billion** for Switzerland

² Cf. Appendix I for the yearly, total and yearly average overall economic impact of ISOs per region and type of impact

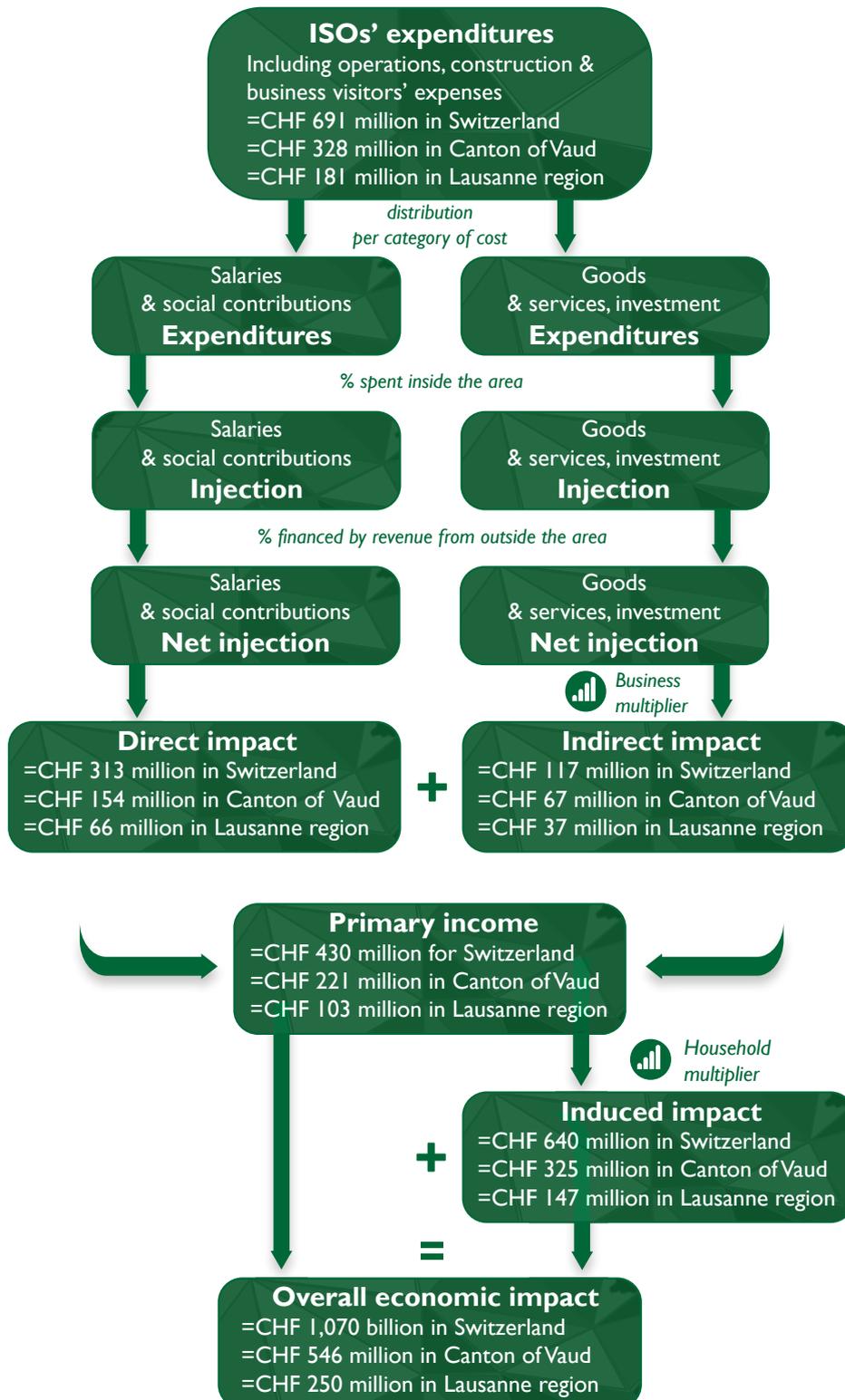


Figure 8 – Simplified calculation flow with results of the yearly average overall economic impact of ISOs from 2008 to 2013

¹ Based on Stritt & Voillat (1998)

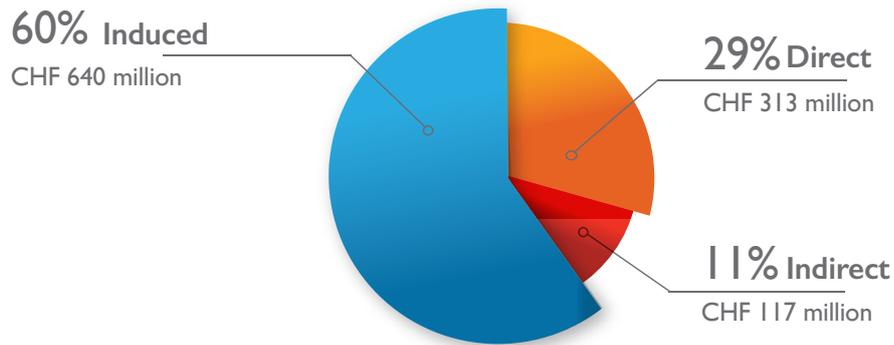


Figure 9 – Distribution per type of impact of the yearly average overall economic impact of ISOs in Switzerland from 2008 to 2013

2.1 An efficient impact

The impact of ISOs on the Swiss economy is maximised by the fact that 96% of their revenue comes from outside Switzerland.

Subsidies from the IOC are considered as coming from outside Switzerland, as all ISOs in the world who are entitled to this funding receive it regardless of location. Similarly, IOC revenues from EBU are considered as coming from outside Switzerland.

An autonomous revenue combined with minimal leakage leads to the high efficiency of the possible impact. In the case of ISOs, leakage mostly corresponds to the redistribution of funds to sports associations and events all around the world. There is some fluctuation in this distribution across the organisations, with some ISOs spending a larger part of their revenues outside Switzerland than others.

Every CHF 1 spent in Switzerland by ISOs creates 1.55 CHF in the Swiss economy, which equals a 55% in added value.

2.2 A notable effect on the Canton of Vaud

More than half of the average yearly overall economic impact in Switzerland is captured by the Canton of Vaud.

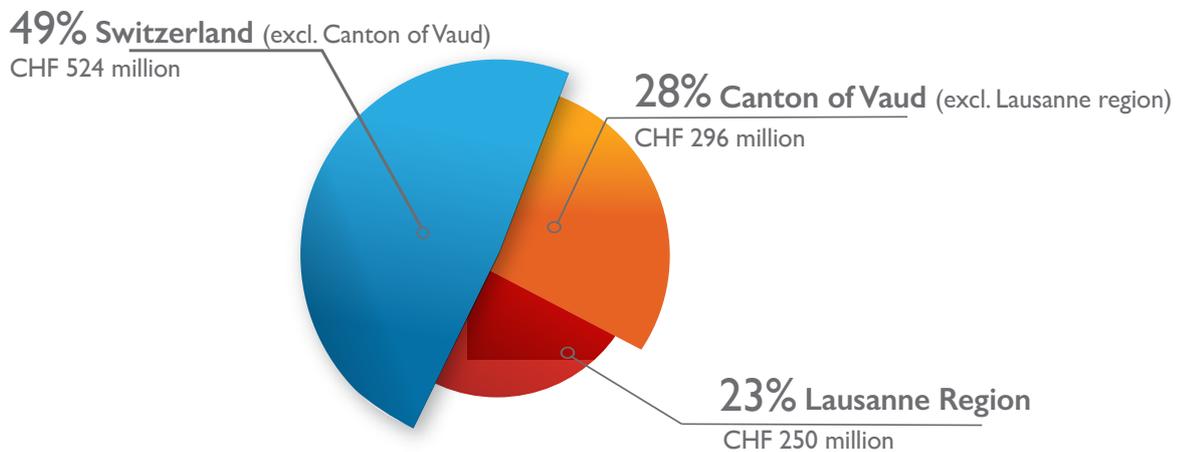


Figure 10 – Distribution per region of the yearly average overall economic impact of ISOs in Switzerland from 2008 to 2013

Every CHF 1 spent by ISOs in the Canton of Vaud creates 1.67 CHF in the Vaud economy, which equals 67% in added value. Every CHF 1 spent by ISOs in the Lausanne region creates 1.38 CHF in the Lausanne economy, which equals 38% in added value.

FIFA is responsible for a large part of the positive economic impact outside of the Canton of Vaud.

2.3 The large share of ISOs financially supported by the IOC

As a not-for-profit association, the IOC redistributes 90% of its revenues to the organisation of the Olympic Games and to the development of sport worldwide. This includes a yearly average of CHF 128 million given to ISOs and other sports-related organisations in Switzerland. The IOC and its financially supported ISOs account for 78% of the overall economic impact.

The IOC and FIFA are responsible for most of this impact.

Similarly, UEFA represents most of the impact created by ISOs that are not financially supported by the IOC.

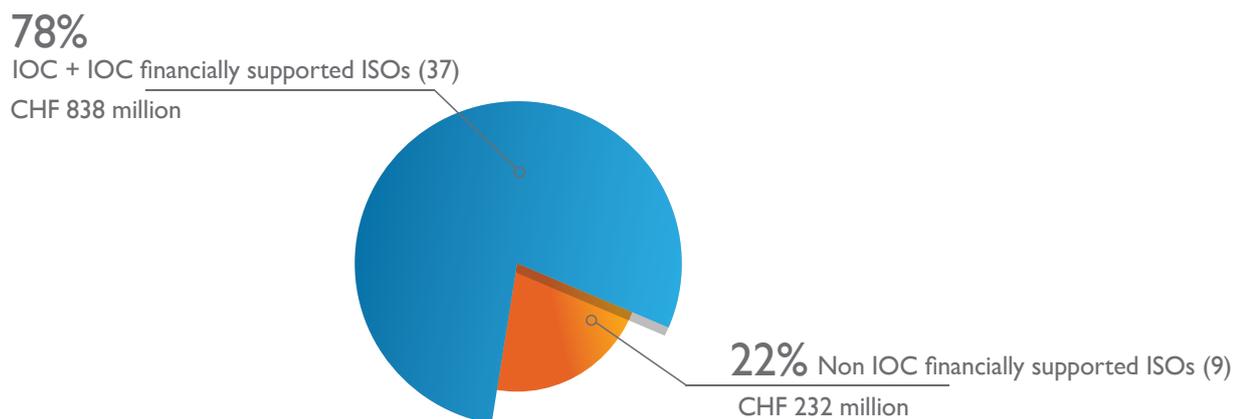


Figure 11 – Distribution per type of ISO of the yearly average overall economic impact of ISOs in Switzerland from 2008 to 2013

3 THE IMPACT ON DIRECT EMPLOYMENT

3.1 Number of employees

The number of employees includes permanent full-time and part-time staff. It is not to be confused with the number of equivalent full-time employees and does not include consultants.

*The 45 ISOs that responded to our request
for data employed over 2,150 people in
Switzerland in 2013,*

with more than three quarters working for the IOC or its financially supported ISOs. Close to 65% of employees work for FIFA, the IOC and UEFA. They represent the ISOs in Switzerland that hire the most employees. Out of 2,150 employees, approximately 1,300 lived in the Canton of Vaud, of whom more than 630 resided in the Lausanne region.

Between 2009 and 2013, average annual employees increased by around 5% annually, corresponding to an increase from 1,743 to 2,152 employees over five years. This is partly due to a growing number of employees in ISOs located in the Lausanne region, from 792 in 2008 to 1,013 in 2013. This increase can be explained by the development of existing ISOs, as well as by the relocation of ISOs to Switzerland and Lausanne in particular, including:

- IJF, International Judo Federation, in Lausanne since 2013
- ITU, International Triathlon Union, in Lausanne since 2012
- ANOC, Association of National Olympic Committees, in Lausanne since 2011
- IGF, International Golf Federation, in Lausanne since 2011
- FISU, Fédération Internationale des Sports Universitaires, in Lausanne since 2009
- SportAccord, in Lausanne since 2009

Most employees reside near their workplace, so the Lausanne region has benefited the most from the increase. There has been a 32% boost in the number of Lausanne region residents employed by ISOs, which equals an increase from 482 to 634 between 2008 and 2013.

It is worth mentioning that indirect employment is also created through the activity generated by ISOs when purchasing goods and services or undertaking construction projects. However, indirect employment cannot be estimated with enough precision for this report.

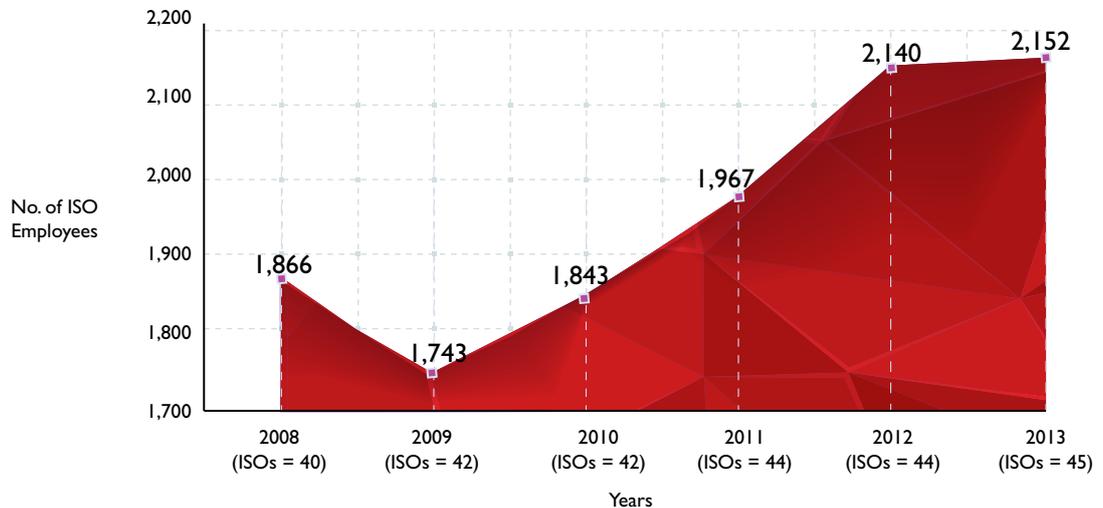


Figure 12 – Evolution of the number of ISOs' employees in Switzerland from 2008 to 2013

3.2 Salaries, social contributions and income tax

Nearly one third of the overall economic impact of ISOs in Switzerland lies in the direct impact of salaries and social contributions

as detailed previously (cf. 2 THE OVERALL ECONOMIC IMPACT). This represents an average yearly impact of close to CHF 313 million.

The direct impact mostly corresponds to the effect of salaries and social security contributions on local residents. The study takes into consideration salaries and social contributions paid by ISOs, as well as by the construction and tourism sectors as a result of the activity generated by ISOs.

A portion of those salaries and social contributions expenditures are given to the state through income tax.

In 2013, the total amount of income tax paid by ISOs' employees residing in the Canton of Vaud was estimated at CHF 40 million¹.

This amount covers all three income taxes: municipal, cantonal and federal.

Another part of those salaries and social contribution expenditures take the form of investment into pension funds by the employer and the employee. The 34 ISOs that provided data on their pension funds (including FIFA, the IOC and UEFA) contribute to their employees' pension funds with more than CHF 22 million each year. On average, the reserve ratio of ISOs' pension funds amounts to 104%. The reserve ratio indicates the proportion of fund that the pension fund would be able to pay if it ever had to pay all insured people at once. The minimum required by law is 100%. Consequently, data provided by ISOs indicate that these pension funds are in good financial health.

¹ Estimation provided by the Finance Department of the Administration cantonale des impôts of the Canton of Vaud.

4 THE IMPACT ON BUSINESS TOURISM

4.1 Number of visitors

ISOs organise a considerable number of meetings and non-sporting events with external visitors, such as boards, commissions, seminars, workshops and training events.

A yearly average of more than 32,000 overnight visits to Switzerland have been reported.

More than half are hosted in the Canton of Vaud, including the Lausanne region.

For the purpose of this study, only visitors coming from outside the region of the events are considered as having an economic impact on the reference area. As stated by Nassar & Stricker (2007), based on Preuss & Weiss (2003) and Barget (2001), the visitors living in the area should not be counted since it can be assumed that they would have spent their money in the reference area anyway.

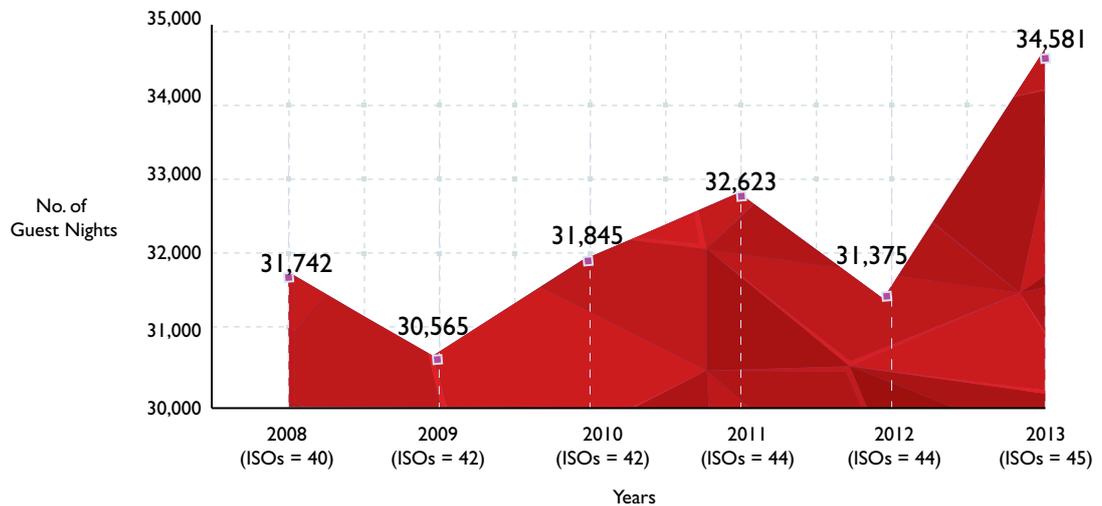


Figure 13 – Evolution of the number of ISOs' guest nights from 2008 to 2013

4.2 Expenses of visitors

Visitors' spending is part of the economic impact generated by ISOs, whether expenses are covered by the organisation or by the individual. For the purpose of calculating the overall economic impact, expenses covered by the organisation were captured as part of an ISO's expenditures. In the case of expenses covered by the participant, the estimated daily expenditure of a business tourist in Switzerland is CHF 282. This figure is based on an estimate from the Lausanne Tourism Board – Lausanne Tourisme¹. According to the annual indicators of the Tourism Satellite Account of the Swiss Federal Statistical Office, the total value of guest-related expenditure can be distributed as follows: 20% on lodging, 9% on food and beverages and 71% on miscellaneous retail².

Based on the methodology applied in this study, the primary income generated by visitors, as well as the induced impact and consequently the overall economic impact, can be calculated. The yearly average overall economic impact generated by visitors is thus estimated to be CHF 19 million³.

Expenses incurred by Olympic Museum visitors — such as hotels — are ignored, as the museum is not necessarily the main objective of a visitor's stay in Lausanne. The income generated by entry ticket sales is accounted for as part of the IOC revenue.

4.3 The specificity of the AISTS MSA participants

The International Academy of Sports Science and Technology (AISTS) is an ISO based in Lausanne. One of its main activities is the organisation of a 14-month post-graduate programme called the Master of Advanced Studies in Sport Administration and Technology (MSA) at the EPFL campus in Lausanne. Every year, an average of 37 international participants reside in Switzerland for a minimum of 10 months. Almost all candidates live in the Lausanne region and the Canton of Vaud. Altogether, the participants spend close to CHF 890,000 annually for housing, food, transport and other expenses.

This creates an average overall economic impact of more than CHF 2 million, mostly for the Lausanne region.

¹ Cf. Nassar, V., Stricker, C., *Economic Impact Study of the IOC Group on Lausanne and the Lemanic Arc*, AISTS, Lausanne, 2007.

² Cf. Nassar, V., Stricker, C., *Economic Impact Study of the IOC Group on Lausanne and the Lemanic Arc*, AISTS, Lausanne, 2007.

³ Excluding the impact of the AISTS MSA participants, cf. 4.3 The specificity of the AISTS MSA participants

5 THE IMPACT ON THE CONSTRUCTION SECTOR

While it is not the main source of economic impact, the construction sector benefits considerably from the activity of ISOs in Switzerland,

with the creation of CHF 1.78 for each CHF 1 spent in this sector.

Together, ISOs spent CHF 206 million between 2008 and 2013 in construction work (including renovation), with more than a quarter spent during 2011 alone. This can be attributed to coinciding building projects undertaken by ASOIF, FAI, FEI, FISU, FIBA, IOC (renovation of the Olympic Museum) and UEFA during that year. Other ISOs have built or renovated their infrastructure during the six years of study, including ACNO, FIH, FINA, IJF and IHF.

Most costs are incurred within Switzerland through local contractors, which leads to substantial added value and an important overall economic impact. Over the six years, the overall economic impact in the construction sector amounted to CHF 366 million, with a peak in the year 2011, which saw close to CHF 100 million of impact. The Canton of Vaud, including the Lausanne region, benefits from 85% of the impact.

6 THE IMPACT ON PERCEPTION

The impact of the ISOs goes well beyond what is tangible. As a result, a survey was conducted to measure the intangible impact of the IOC and ISOs in Switzerland. The survey was conducted by the Link Institute between December 8th, 2014 and December 20th, 2014 using the Computer Assisted Telephone Interviewing method and a stratified random sample.

From 1,332 interviewed individuals, 676 residents were from the French part of Switzerland and 656 residents were from the German part. It was agreed that a balanced sample of residents was needed to correct the preponderance of residents living in the German-speaking part of Switzerland, because the majority of ISOs are located in the French part of the country. The total result is weighted to reflect the actual stratification of the Swiss population. Individuals were selected to accurately reflect the existing 15- to 74-year-old population in terms of gender, age and professional activity level. Interviewees were asked four questions in their own language (French or German) about the intangible impact of the IOC and ISOs in Switzerland¹.

The results² show that

72% of respondents residing in the Canton of Vaud consider it important to host ISOs in the country. 94% of respondents residing in the Canton of Vaud and 65% of respondents residing in Switzerland are aware that the IOC is headquartered in Lausanne.

French-speaking respondents are more aware (89%) of the IOC location in Lausanne than German-speaking respondents (57%).

Respondents feel a sense of pride in having the IOC headquarters in Switzerland, with over 70% of respondents agreeing with the statement “I am proud that the headquarters of the IOC are based in Switzerland.” The results also demonstrate that the City of Lausanne’s title of “Olympic Capital” is important to Swiss residents.

Over 80% of respondents agree with the statement “The title of ‘Olympic Capital’ is important for Lausanne.”

That number was close to 90% among respondents residing in the French-speaking part of Switzerland or in the Canton of Vaud.

¹ Cf. Appendix 2 Link Institute Survey Questionnaire (French) and 3 Link Institute Survey Questionnaire (German)

² Cf. Appendix 4 Link Institute Survey summary of results

7 CONCLUSION

The AISTS successfully collected data from 45 out of the 46 ISOs with a physical presence in Switzerland, including the IOC. The data was requested for each year from 2008 to 2013 and for each region: the Lausanne region, the Canton of Vaud and Switzerland. This data was collected with considerable effort by ISO executives and financial departments of the 45 responding ISOs. It is suggested that data be collected on a yearly basis in the future to facilitate the process for the relevant ISOs.

Together, the ISOs and their visitors spend an average of CHF 691 million within Switzerland each year. This spending generates CHF 379 million of additional impact on the Swiss economy, creating an average yearly economic impact of **CHF 1.07 billion** for Switzerland, **CHF 0.55 billion** for the Canton of Vaud and **CHF 0.25 billion** for the Lausanne region¹. This economic impact has a positive effect on employment, business tourism, and the construction sector:

The economic impact calculated here can be considered a conservative estimate for three reasons. First, the study did not consider the money spent by all accompanying guests of ISO visitors or the money spent by visitors to the Olympic Museum, except for entry tickets. Second, conservative multipliers were used to estimate the indirect and induced impacts. Finally, the economic impact of international sports events in Switzerland — some of which can be attributed to the ISOs' presence — were not included in the scope of the study.

The impact of the ISOs goes well beyond what is tangible. As a result, a survey was conducted to measure the intangible impact of the IOC and ISOs in Switzerland. The results show that Swiss residents, and residents in the Canton of Vaud in particular, are not only well aware of the presence of the IOC but also consider this presence of ISOs in Switzerland important.

¹ To be precise, **CHF 250 million** for the Lausanne region, **CHF 546 million** for the Canton of Vaud and **CHF 1.070 billion** for Switzerland

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APPENDICES

Appendix I – Yearly, total and yearly average overall economic impact of ISOs per region and type of impact

	2008			2009			2010		
	Lausanne Region	Canton of Vaud	Switzerland	Lausanne Region	Canton of Vaud	Switzerland	Lausanne region	Canton of Vaud	Switzerland
Direct Impact	57,860,603	132,256,603	273,427,953	43,476,059	119,526,712	268,532,693	59,759,584	149,041,908	304,047,377
Indirect Impact	49,882,530	82,535,831	146,759,194	20,611,935	45,278,228	91,822,692	35,382,618	62,791,438	119,743,942
Primary Income	107,743,133	214,792,435	420,187,147	64,087,994	164,804,940	360,355,385	95,142,202	211,833,347	423,791,319
Induced Impact	154,072,680	315,717,126	625,863,142	91,645,832	243,728,420	539,009,592	136,053,349	312,256,977	632,313,515
Overall Impact	261,815,812	530,509,561	1,046,050,289	155,733,826	408,533,361	899,364,977	231,195,551	524,090,324	1,056,104,834

	2011			2012			2013		
	Lausanne Region	Canton of Vaud	Switzerland	Lausanne Region	Canton of Vaud	Switzerland	Lausanne region	Canton of Vaud	Switzerland
Direct Impact	68,166,878	149,040,292	306,492,737	81,207,153	191,492,044	357,055,029	83,290,778	179,941,945	365,735,304
Indirect Impact	35,023,118	61,665,519	113,098,677	31,684,484	47,125,330	84,341,423	51,359,504	104,167,069	146,789,100
Primary Income	103,189,996	210,705,810	419,591,414	112,891,637	238,617,374	441,396,452	134,650,281	284,109,013	512,524,404
Induced Impact	147,561,695	309,910,574	625,327,835	161,435,040	351,280,903	657,477,311	192,549,902	418,232,588	763,139,827
Overall Impact	250,751,691	520,616,385	1,044,919,249	274,326,677	589,898,277	1,098,873,762	327,200,184	702,341,601	1,275,664,231

	TOTAL ACROSS 2008–2013			YEARLY AVERAGE 2008–2013		
	Lausanne Region	Canton of Vaud	Switzerland	Lausanne Region	Canton of Vaud	Switzerland
Direct Impact	393,761,055	921,299,503	1,875,291,092	65,626,842	153,549,917	312,548,515
Indirect Impact	223,944,188	403,563,416	702,555,029	37,324,031	67,260,569	117,092,505
Primary Income	617,705,243	1,324,862,919	2,577,846,121	102,950,874	220,810,487	429,641,020
Induced Impact	883,318,498	1,951,126,588	3,843,131,223	147,219,750	325,187,765	640,521,870
Overall Impact	1,501,023,741	3,275,989,507	6,420,977,344	250,170,623	545,998,251	1,070,162,891

Appendix 2 – Link Institute Survey Questionnaire (French)

I41005 Questionnaire

<00100>

Selon vous où se trouve le siège du Comité International Olympique ? Diriez-vous...

ENQ : lire

EDV : RANDOM , SINGLE ANSWER

<1> A Genève

<2> A Zürich

<3> A Lausanne

<4> A Berne

<5> Ailleurs en Suisse

<9> Ne se prononce pas

<00100> EDV: Only if code <1>,<2>,<4>,<5>,<9> in <00100>

Le siège du Comité International Olympique se trouve à Lausanne.

<00200>

En utilisant une échelle de note de 1 à 5, 5 signifiant que vous êtes tout à fait d'accord avec les phrases que je vais vous lire, et 1 que vous n'êtes pas du tout d'accord, les notes intermédiaires vous permettant de nuancer votre jugement, veuillez noter les phrases suivantes :

<1> Pas du tout d'accord

<2-4> Nuance

<5> Tout à fait d'accord

<9> NSP

ENQ : LIRE

EDV : RANDOM

<1. Je suis fier que le siège du CIO soit en Suisse

<2. Il est important que la Suisse accueille les organisations sportives internationales

<3. Le titre de Capitale Olympique est important pour Lausanne

Source: Link Institute, Lausanne, 2015.

Appendix 3 – Link Institute Survey Questionnaire (German)

I41005 Fragebogen

<00100>

Wo befindet sich Ihrer Meinung nach der Sitz des Internationalen Olympischen Komitees? Würden Sie sagen ...

INT.: Vorlesen

EDV : RANDOM , SINGLE ANSWER

<1> In Genf

<2> In Zürich

<3> In Lausanne

<4> In Bern

<5> An einem anderen Ort in der Schweiz

<9> Äussert sich nicht dazu

<00100> EDV: Only if code <1>,<2>,<4>,<5>,<9> in <00100>

Der Sitz des Internationalen Olympischen Komitees befindet sich in Lausanne.

<00200>

Bitte beurteilen Sie die folgenden Aussagen anhand einer Skala von 1 bis 5. 5 bedeutet, dass Sie der Aussage, die ich Ihnen vorlese, voll und ganz zustimmen, und 1 bedeutet, dass Sie ihr ganz und gar nicht zustimmen. Mit den Noten dazwischen können Sie Ihr Urteil abstufen:

<1> Stimme ganz und gar nicht zu

<2-4> Abstufung

<5> Stimme voll und ganz zu <9> Ich weiss es nicht

INT.:VORLESEN

EDV: RANDOM

<1. Ich bin stolz darauf, dass der Sitz des IOK in der Schweiz ist

<2. Es ist wichtig, dass die Schweiz die internationalen Sportorganisationen beherbergt

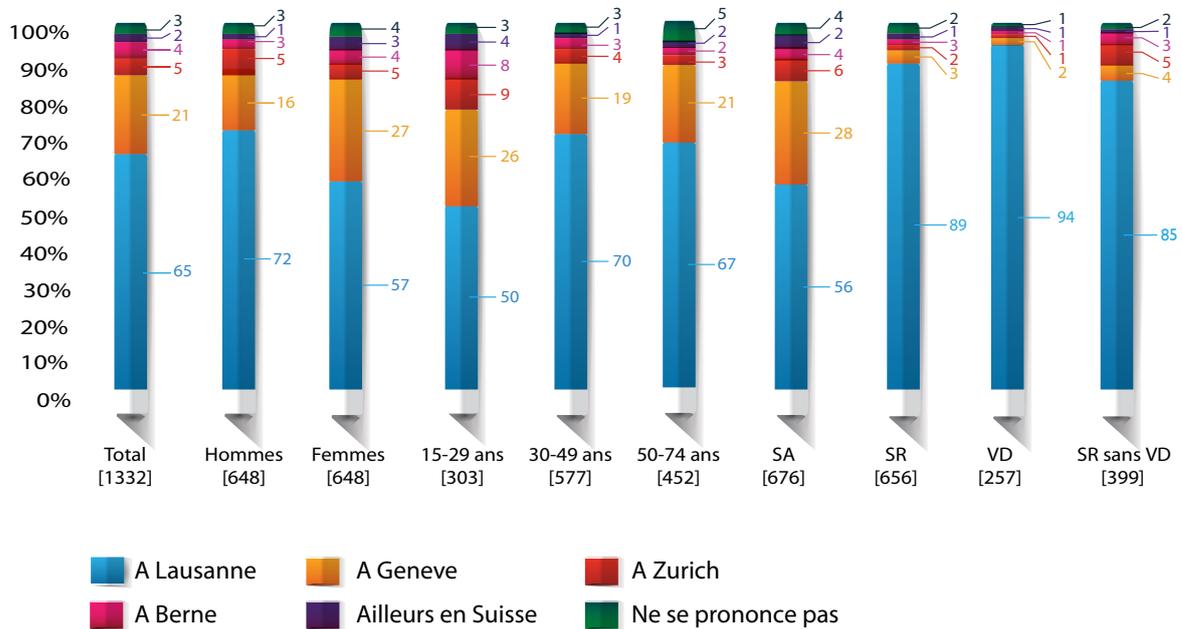
<3. Der Titel Olympische Hauptstadt ist für Lausanne wichtig

Source: Link Institute, Lausanne, 2015.

Appendix 4 – Link Institute Survey summary of results

Localisation du CIO

Q201: Selon vous où se trouve le siège du Comité International Olympique ? Diriez-vous...



Source: Link Institute, Lausanne, 2015.

Note:

1,332 individuals were interviewed: 676 residents from the French part of Switzerland (SR) and 656 residents from the German part of Switzerland (SA).

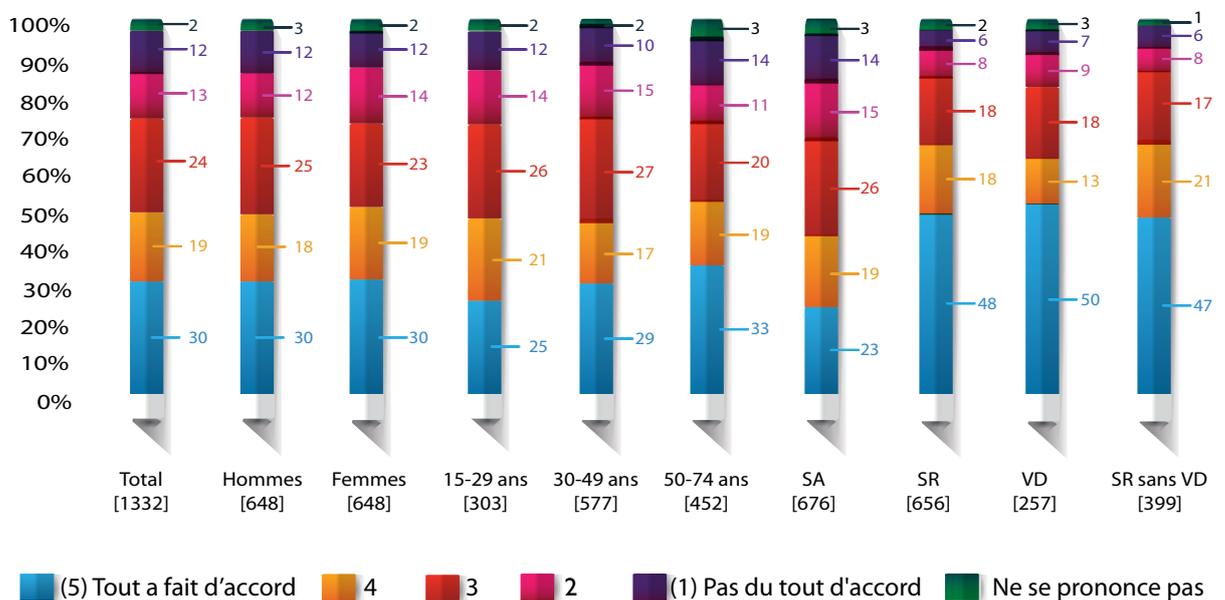
It was agreed that a balanced sample of residents should be obtained to correct the preponderance of residents living in the German-speaking part of Switzerland, because the majority of ISOs are located in the French part of Switzerland.

The Total result is weighted to reflect the actual stratification of the Swiss population.

VD stands for the 'Canton of Vaud'.

Perception du CIO: Je suis fier que le siège du CIO soit en Suisse

Q202: En utilisant une échelle de note de 1 à 5, 5 signifiant que vous êtes tout à fait d'accord avec les phrases que je vais vous lire, et 1 que vous n'êtes pas du tout d'accord, les notes intermédiaires vous permettant de nuancer votre jugement, veuillez noter la phrase suivante:



Source: Link Institute, Lausanne, 2015.

Note:

1,332 individuals were interviewed: 676 residents from the French part of Switzerland (SR) and 656 residents from the German part of Switzerland (SA).

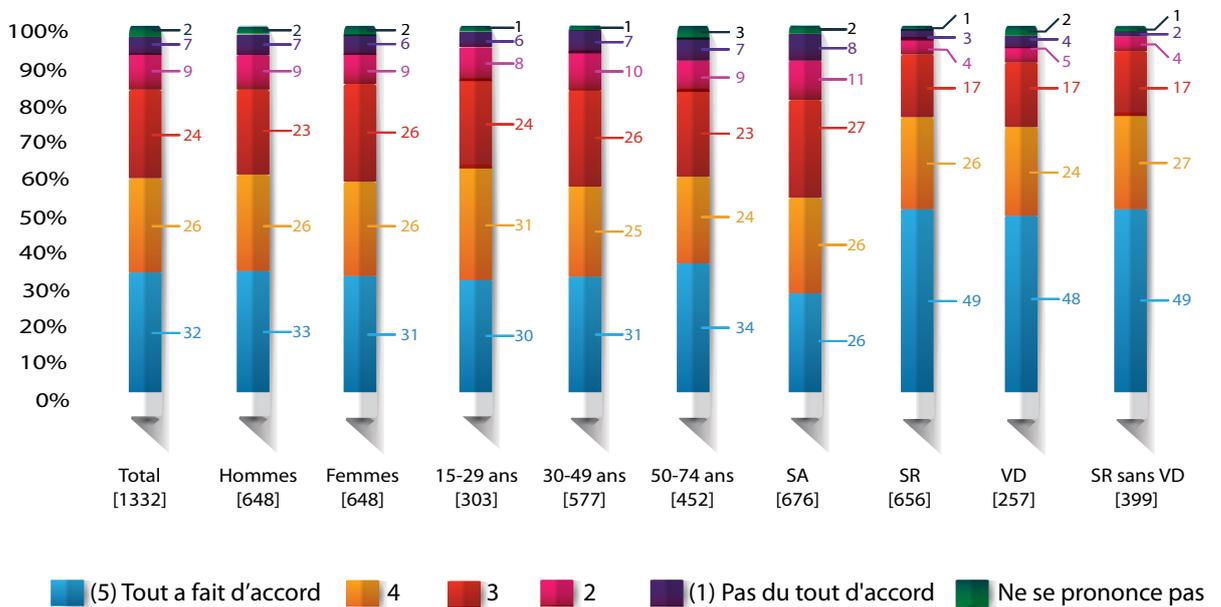
It was agreed that a balanced sample of residents should be obtained to correct the preponderance of residents living in the German-speaking part of Switzerland, because the majority of ISOs are located in French part of Switzerland.

The Total result is weighted to reflect the actual stratification of the Swiss population.

VD stands for the 'Canton of Vaud'.

Perception du OSI: Il est important que la Suisse accueille les organisations sportives internationales

Q202: En utilisant une échelle de note de 1 à 5, 5 signifiant que vous êtes tout à fait d'accord avec les phrases que je vais vous lire, et 1 que vous n'êtes pas du tout d'accord, les notes intermédiaires vous permettant de nuancer votre jugement, veuillez noter la phrase suivante:



Source: Link Institute, Lausanne, 2015.

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1,332 individuals were interviewed: 676 residents from the French part of Switzerland (SR) and 656 residents from the German part of Switzerland (SA).

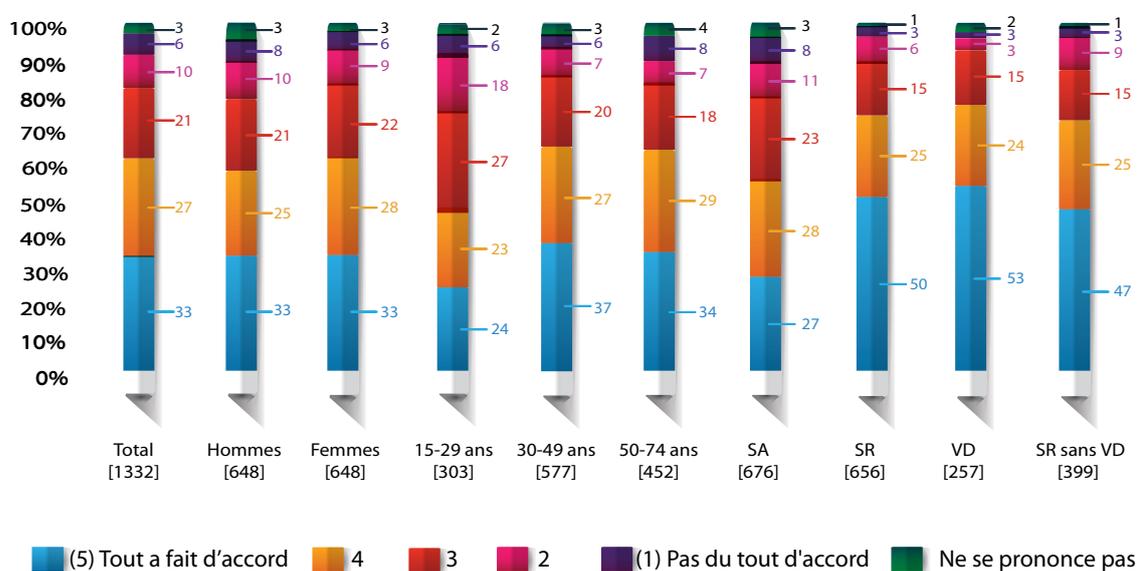
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The Total result is weighted to reflect the actual stratification of the Swiss population.

VD stands for the 'Canton of Vaud'.

Perception du CIO: Le titre de Capitale Olympique est important pour Lausanne

Q202: En utilisant une échelle de note de 1 à 5, 5 signifiant que vous êtes tout à fait d'accord avec les phrases que je vais vous lire, et 1 que vous n'êtes pas du tout d'accord, les notes intermédiaires vous permettant de nuancer votre jugement, veuillez noter la phrase suivante:



Source: Link Institute, Lausanne, 2015.

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ABOUT THE AISTS

The International Academy of Sports Science and Technology (AISTS), is committed to professionalising sports management through the three core activity areas of continuing education, applied research and providing an engaging platform for industry connections.

Founded as a not-for-profit organisation in 2000, the AISTS's Founding Members — the International Olympic Committee, the EPFL, the University of Lausanne, the University of Geneva, IMD Business School, Ecole Hôtelière de Lausanne, the City of Lausanne and the Canton of Vaud — all recognise the importance of meeting the evolving knowledge needs of today's sports managers.

Through its education services, the AISTS prepares tomorrow's international sports managers with the Master in Sports Administration and Technology (AISTS MSA) held each year in Lausanne; provides professional development opportunities to international sport organisations; and onsite training for major event organisers.

The AISTS's applied research arm conducts independent and commissioned projects, in addition to helping sports organisations and federations navigate an increasingly complex sport landscape through advisory services. The AISTS areas of focus line principally in major sport events, international sport administration and management, business and development of sport, as well as sport for social and economic impact.

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