



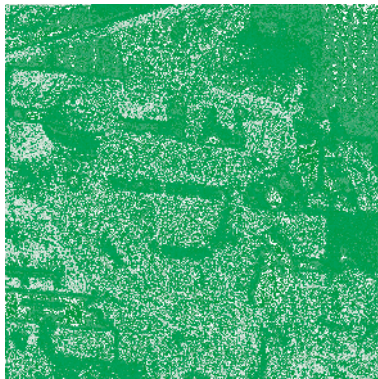
FIBA

We Are Basketball

STRUCTURING

1

1.4 INFORMATION TECHNOLOGY



WHY YOU SHOULD READ THIS CHAPTER?

Technology should Help, not Interfere

The following chapter highlights the key technological terms we should all be familiar with when running a sport organization.

This chapter will be extremely useful for both the new and experienced user. It is important for everyone to remember that: technology should only be considered if it will make life easier.

In every organization there is a great temptation to acquire hardware and/or software that in reality one does not need.

So before investing, always ask yourself this question: will this technology improve the process which I am currently using to perform this action? Think carefully before answering, and make your decision accordingly!



| | |
|--|------------|
| 1.1 CONSTITUTION | .1 |
| 1.2 PLANNING STRATEGY | .17 |
| 1.3 ADMINISTRATIVE ORGANIZATION | .33 |
| 1.4 INFORMATION TECHNOLOGY | .47 |
| Why you should read this chapter | 47 |
| 1. Introduction | 49 |
| 2. Office Equipment | 49 |
| 2.1 Network | 49 |
| 2.2 Email System | 50 |
| 2.3 Internet Access | 51 |
| 3. Internal Operations and Procedures | 51 |
| 3.1 Affiliation and Members | 51 |
| 3.2 Accounting system | 51 |
| 4. PR/Marketing | 52 |
| 4.1 Internet/Content Management Systems | 52 |
| 4.2 Data Collection | 53 |
| 4.3 Revenue Opportunities via Broadband Technology | 53 |
| 5. Competition/Events | 57 |
| 6. Development | 58 |
| 6.1 Coaching | 58 |
| 6.2 Individual Training | 58 |
| 6.3 Clinics | 58 |
| 7. Keep in Mind | 59 |
| 1.5 FINANCIAL MANAGEMENT | .61 |
| 1.6 ELIGIBILITY AND TRANSFER OF PLAYERS | .73 |
| 1.7 GUIDE FOR BASKETBALL FACILITIES | .87 |



FIBA

We Are Basketball

STRUCTURING

1

1. Introduction

What would the ideal working environment for a National Basketball Federation look like?

How can technology provide support for personnel while they fulfill their daily business in the office, traveling or working at an event?

This section summarizes what the perfect working environment of a national basketball federation could look like. It explains how Information Technology (IT) can be of great help on almost all levels while running such an organization.

2. Office Equipment

Standard office requirements are valid for each National Basketball Federation.

2.1 Network

All hardware objects in the office should be connected in a LAN (Local Area Network). This typically consists of:

Servers

Files such as documents, photos or databases are stored here. These files can then be accessed by all users on the network. It is also common to provide each member of staff an additional space for confidential data.

Firewall

A firewall protects the network from outside intrusion. An anti-virus program should be installed on servers and personal computers to protect the network against all kinds of malicious files. The anti-virus software needs to be updated frequently in order to keep files and hardware protected from the latest viruses.

Backup Concept (Data back up)

This system should create a daily storage of all important data on the servers. This data can be saved on a LDT/SDLT tape, CD, DVD or similar medium. Once a week this shall be taken out of the office and kept in a safe location. Through this procedure the data will still be available in case of a disaster in the office. It should be noted that information saved on individual PC's will not be included in this daily backup.

RAID

Redundant Array of Independent Disks (RAID) is a concept which ensures the availability of data in the event that a server's hard disk crashes. It employs the combination of two or more hard drives for fault tolerance and performance. In case one disk crashes another takes over its role immediately without the loss of any data. RAID disk drives are used frequently on servers but aren't generally necessary for personal computers.

Cloning

Cloning of the main servers can also be considered in the backup strategy. In the case of a hardware failure the disaster recovery software helps setup a server from scratch with all the important services already installed. This system requires good planning, regular updates, exact testing and of course financial resources.



AntiSpam systems

This system centrally manages the filtering of incoming unwanted mass E-mails.

Antivirus System

This software is typically installed on all computers and servers which are connected to the network and receive files from the outside (by email or other protocols). It is key that this software is updated regularly and that the person responsible for security monitors the status of all concerned computers/servers.

Personal computers

Desktops and notebooks should have the latest operating system installed (such as Microsoft Windows XP).

Software

Typical software that should be installed are: Text editing, table creation, picture editing, Email, Internet browser, database programs, PDF creation.

All software shall regularly be updated in order to insure proper operation and support.

Printers

All printers should be "shared" on a common print server. This can reduce costs as they can be maintained centrally.

Scanner

A scanner can be useful to scan pictures. For example player photos can be scanned to be printed on the licenses or for usage on the web site and in print materials.

Fax machines

For time efficiency a directory of frequently used numbers can be programmed into the fax machine.

Copy machines

The size depends on the amount of copying that is done within the office. A color copier should also be taken into consideration.

2.2 Email System

Once you have experienced the advantages of a well performing emailing system you will realize the importance of the system whenever it is not working. Email should become a main system in your organizations' network.

Naming conventions

For image and security reasons public free-mails systems (such as hotmail, yahoo etc. ...) should be avoided. The naming convention should be uniform throughout the network and could be similar to the following:

- Lastname@myOrganisation.com
- Lastname.Firstname@myOrganisation.com
- Firstname.Lastname @myOrganisation.com



FIBA

We Are Basketball

STRUCTURING

1

- F.Lastname@myOrganisation.com
- Lastname.F@myOrganisation.com

(Where F stands for the first character of the first name)

Calendar functionalities

Most of the current email systems (Exchange, Notes etc...) offer calendar and meeting functionalities. These can be used to efficiently organize meetings and display the availability of all staff. Automatic reminders help to manage projects and to follow up on outstanding tasks.

Mobile Email

The possibility of receiving your emails on a portable device will become more and more common. It may be taken into consideration when planning the email structure.

2.3 Internet Access

Typically all members of an organization should have internet access as the web is one of the most important information tools. Access from certain computers, however, may be restricted if they are to be used by temporary employees. This decision has to be made by the management and has to be implemented by a firewall configuration.

In order to have Internet access there are multiple solutions such as simple analog telephone lines, ISDN lines, ADSL or even a leased line. The different possibilities should be discussed and an option should be chosen, optimized and tailored with local specialists.

3. Internal Operations and Procedures

3.1 Affiliation and Members

Members such as players, referees, coaches, management, media contacts, fans, etc. ... should be kept in a database. Such a system should be accessible simultaneously to several personnel. A database can provide the following functions:

- adding, updating and deleting members
- scanning or saving photos
- printing licenses of players and officials
- tracking costs related to referee nominations
- maintaining referee clinics data
- upload of data to the NF website

3.2 Accounting System

All sales activities (such as orders of books and merchandising) should be monitored and recorded by an accounting system.

The business records of the NF should be recorded and maintained in a book keeping system to ensure quality information in preparation for tax reports or other financial records.

A connection to the member database can increase the ease of sending annual invoices to clubs and leagues directly from the office while all follow up procedures can be done from accounting personnel.



Furthermore details for travel, logistics and expense management of officials and staff will be simplified by the connection of database and accounting systems.

4. PR/Marketing

4.1 Internet/ Content Management Systems

The use of a websites has become standard for most organizations around the world. Websites are used to publish information over the internet making it available worldwide.

Technical Features

To operate a website from the office, the National Federation would need an internet connection (ADSL or leased line preferred) and a place to host the website. Host services are offered by various online Hosting companies.

Basic websites are built using simple HTML programming which does not allow easy updates or changes.

In order to develop an easy updatable website it is recommended that the website be connected to a CMS (Content Management System) and to a web database. Advanced websites can be developed using specific technologies according to the complexity and the budget of the web project.

In General we would recommend the use of the following standard technologies:

If high Performances desired

- HTML, CSS, javascript, ASP, SQL database (high hosting costs)

If good Performances desired

- HTML, CSS, javascript, Php/SQL or my SQL database, XML (medium-low hosting costs)

Every website needs a domain name (URL) in order to be accessed. Many internet access providers offer such services for free, however it is not possible to use a desired name. For recognition purposes it is recommended to purchase a domain name which clearly states the name of the federation (i.e FIBA bought www.fiba.com, www.fiba.org, etc...).

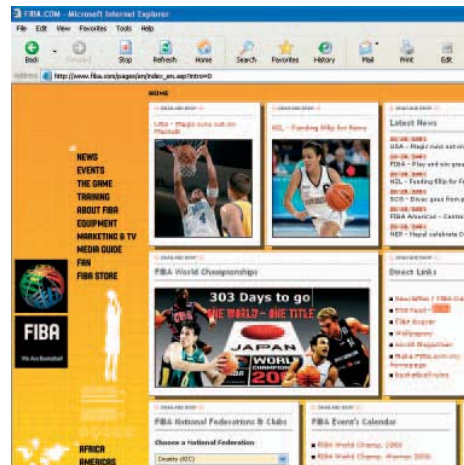
Content

The website content is a very critical part as static websites are rarely popular. Therefore it is very important to try to make the website as lively and interactive as possible with constant updates.

The use of good quality photos and daily/weekly news is recommended. Any other addition such as videos, wallpapers, screensavers, liveStatistics etc... are interesting add-ones but not a necessity.

As a minimum standard for content the National Federation's website should be constituted at least with the following sections:

- Home page: this page is usually used to provide quick access to the most up to date important information (i.e. games results, top news, press release etc...).





FIBA

We Are Basketball

STRUCTURING

1

- **Organization:** users will go to this section to learn about the Federation structures, history, constitution etc...
- **News:** users will visit this section to obtain the latest information about the Federation and the national teams, and to see press releases, competition results etc... It is usually the liveliest section of the website.
- **Downloads:** users should be able to find all official documents to download on this section.
- **Contact:** user will use this section to contact the federation by email and to find out the Federation's postal address.

According to the importance of the web project this list can of course be increased. Many advanced National Federation's website contain sections such as multimedia, coaching, referees, media corner, shop etc...

Look and feel/Design

The look or design of the website is very important as this is what the user sees before everything else when they log on.

A federation website should always be developed in harmony with the image of the federation. If graphical guide lines already exist then web design should be done according to these established rules. The logo and name of the National Federation should have a dedicated place on every page.

The federation should aim at a modern and professional design and should avoid the utilization of gimmicks such as background music, animated gifts, moving object, personalized mouse icons, etc...

The design of a website should also take into consideration the minimum ergonomic rules in order to make sure that the users will find navigation through the site easy and convenient.

Software

- HTML editing software (i.e. Dreamweaver, Front page, editplus)
- Graphic editing software (i.e. Photoshop, Fireworks, Flash, Illustrator)
- FTP software (i.e. leech ftp)
- Internet (web browser)

4.2 Data Collection

Customer relationship management tools can help create a fan database. The collection of contact details, email addresses, personal details and preferences can be used for profiling different fan groups. Those can then be targeted directly by mass emailing for marketing activities.

4.3 Revenue Opportunities via Broadband Technology

The term "broadband" is used to describe the endless opportunities created by the high speed transfer of data that enables users to surf on the internet and download great loads of information in a very limited amount of time. While slower phone line connections are slowly becoming obsolete, broadband is changing the way services and products are being offered to online consumers. This change is creating many opportunities in the world of sport.



In the past large premium sports have had a monopoly on revenue generation opportunities coming from broadcasting. Advances in technology are changing the playing field in the world of sport and media, enabling all sports, big or small, to benefit from an online presence.

When investing in something new many people focus on the short term financial gain. Premium sports like basketball are able to transfer their revenue generation abilities from television to online. However sports can also capitalise on the opportunities that broadband is creating by focusing on long term development of their sport. Building an online presence will allow sports to develop brand equity, gain market share, and lock fans in via a broadband driven customer relationship marketing strategy.

Investing in online branding/communication

Modern day branding is no longer product orientated but revolves around building a relationship (see chapter 4.1 Branding the sport). In the past, rights holders have depended on newspapers and broadcasters to develop a relationship with the fan. Broadband presents rights holders with the opportunity to build a one-to-one relationship removing the reliance on any independent media to deliver content and communicate brand messages. Broadband enables sports to develop a web presence, communicating their intrinsic brand (the sport itself) direct to the consumer via live streaming, video highlights, interviews and archives. Around this, the medium presents an excellent opportunity to convey the brand personality and values. Furthermore, the interactive nature of online allows sports to build a two-way relationship with the consumer, whenever and wherever the fan chooses.

Broadband offers the opportunity to step off the field and out of the television touching fans in ways previously unavailable. Broadband allows sports to deliver their intrinsic brand direct to the consumer (i.e. in the case of basketball the actual game) via interactive video as opposed to flat un-engaging pages. Broadband, with its “always on” capacity, allows to communicate brand messages and values “twenty-four seven.” Online offers contact point which should be used continually to remind the market of the brand’s presence, position and quality.

Smaller organizations which cannot command traditional broadcast coverage have a new opportunity to create a brand. Broadband is a cheap alternative to deliver live coverage to fans. Organizations in countries where basketball is not yet a strong sport can aim to develop brand equity improving their long term commercial prospects.

Creating online demand

As mentioned above, broadband creates an opportunity to reach previously unattainable consumers. Rights holders who maintain control of their rights and provide online streaming of content have the possibility to expand their audience on a national and even global scale. Compelling content, coupled with the inherent viral nature of the Internet presents a great opportunity for your organization to reach out and attract new fans.

Strong basketball federations that have a wide fan and commercial appeal are already being broadcast via traditional channels. These organizations, however, can still capitalize on their broadband streaming rights by providing additional content direct to the consumer. The fan whose lifestyle does not fit traditional broadcast schedules now has the opportunity to watch content when it suits them.



FIBA

We Are Basketball

STRUCTURING

1

Also broadcasters work to tight schedules and as a result only show the best action often leaving rights holders to stream redundant footage.

It is the smaller federations who can really reap the benefits of faster content delivery via broadband. They can now showcase content via Internet to a global audience. Perhaps viewers are not localized enough to warrant a broadcast contract in one particular area, but if you begin to combine fans from around the nation and even the world then it adds up. Clearly basketball has territories where it will be stronger, but it is about aggregating the fans from around the world to create a mass that will justify a dedicated streaming service. Fans that are living in displaced regions can also have the opportunity to consume content from their favourite sport or team no matter where they are based.

Relationship marketing

Customer relationship marketing is fundamental to generate customer loyalty and repeat business. Online marketing offers a simple solution with the creation of data capture systems and cost efficient e-marketing solutions. The increased speed of broadband enables rights holders to deliver exciting content which can be supplied in exchange for consumer information. Whereas most businesses struggle to get consumers to opt-in to company newsletters or email services, sports fans are happy to receive information regarding their sport and provide their personal contact information in return.

Once a consumer is drawn to a site to view content the opportunity to interact and form a dialogue increases rapidly. Sports should be continually offering premium content in exchange for consumer details. Viewers are seeking content that was previously not available and are willing to exchange personal information or even money to have access to the content.

With the ability to capture consumer information, rights holders can then continually improve the quality of their product. With an improved understanding of fans' needs, basketball can become more customer oriented and responsive to customer needs. A quality database of consumer information can also be used to attract advertisers and sponsors when further developing potential online revenue opportunities.

Developing online communities

Broadband is changing the nature of the sports fan from a passive spectator to an active participant. Websites are becoming less of a place to display content and more of an opportunity to communicate with consumers. They can choose to check scores, watch footage, play games, or interact with other online fans. The creation of online communities has proven to be a beneficial way to interact with online fans.

Broadband enables real time communication between parties enabling groups of fans to come together, chat and share content. Rights holders can create and control message boards, chat rooms, blogs and content sharing platforms. They can even facilitate live interaction with players and coaches.

Content of online communities is key. If a community is created but the interaction between online fans or between the fan and the rights holder is not kept current and controlled than the community will not thrive. Online chat rooms or message boards should be controlled and steered in appropriate directions. Brand values should remain consistent and be clear in all online communities.



One of the greatest powers of broadband is the ability to service individuals. The key is to offer choice allowing the consumer to interact how they want and when they want. From email newsletters, chat rooms, newsgroups, live discussions, message boards and interactive blogs, an opportunity can exist for everyone to get involved.

Although members will be the core of the community, rich content should be there to supplement that core. Content will be what attracts new members and help to orient them around the different communities and services. Content will also help to broaden the topics of discussion, current content will keep the conversations and interactions interesting and exciting.

It is easy to go overboard with all the options available, and so although a strong focus on content is important, even more important is to remember that online communities are built to engage and interact with the consumer. Members should be encouraged to become involved and active. Loyalty will be created if a relationship is formed. Bringing fans together will create a sense of loyalty and community surrounding the sport brand that will translate into a strong, long lasting relationship. Developing an online community is a great, cost effective tool.

Having developed an online offering sports can exploit their broadband content to drive direct revenue streams. The five typical revenue generators are:

1. Sponsorship and advertisements

Space on a website or content can be sold to sponsors. The higher the traffic on your site the more valuable your space becomes. This can also be used to add value to an existing partnership you might have with a current sponsor. A sponsor could “sponsor” a particular item, a column, a statistics page, etc.

2. Subscriptions

When your product becomes valuable enough people will be willing to purchase access to your site. Rules can define how many times, in what time frame and for what costs the consumer is able to access the content. Generally there are three options for charging fans for broadband streaming of content:

- Pay per view: the viewer pays to watch the content on an item by item basis.
- Subscription: the user pays for unlimited access to content or service for a fixed period. This may expire or renew automatically.
- Micro-charging: the service or content usage is billed back to the viewer’s utility bill (e.g. broadband bill). This is part of ISP offering.

3. E-commerce

E-commerce presents another revenue opportunity for sports as broadband enables fans to watch and buy—immediately, wherever they are and whenever they feel like it.

Classic items like team shirts, balls and other branded items can be sold via broadband. Other new items like ringtones and players’ pictures of players for mobile telephones can also be sold online.

Online ticketing is another way to save consumers time and energy by making event tickets easily accessible.



FIBA

We Are Basketball

STRUCTURING

1

4. Gaming

All sorts of competitions can be organised online. Asking visitors about the history of the sport, the history of your federation, or trying to guess the result of an upcoming match, etc, can all be the source of exciting games during which users can win tickets and/or other items, provided either by yourself or a particular sponsor.

5. Betting

An online platform can also be exploited to create a betting interface where players can earn revenues in an environment that the federation could control. Betting is still subject to many discussions within the sport world and a specific chapter is dedicated to this issue in this Manual (chapter 4.7 Betting).

5. Competition/Events

While organizing a competition, parts of the office setup might be transported to the event, while other parts cannot be moved to the venues. Still certain services are still required by the staff in order to communicate, access their files etc. ... In order to be able to logon while spending precious time at airports etc. wireless networks can be very effective.

Notebooks

Portable computers should be light and include a modem, Network card, WIFI adapter or any other hardware which allows connecting to the internet and office network.

It is absolutely necessary that security is taken into consideration while connecting to the office network. A VPN (Virtual Private Network), a local firewall on the notebook and sufficient virus protection are crucial.

Internet access at venues

Reasonable effort shall be undertaken to provide internet access while setting up a venue. Depending on the size and budget of the event various possibilities are available.

Printing

Printers are difficult to transport to venues. Since mobile printers have not yet shown high performance there should be printers installed already at the venues offices.

There are multiple tools/systems available which help organize, run and promote an event:

Draw software

While doing a draw in public it can be attractive to display the results with a projector. Software in form of animations might replace the old fashioned way to do so by putting card board signs on a wall.

Competition management

A database application system can be used to set up the competitions, manage games and event days, approve the players, store results and for displays on the website. Printouts for media can also be generated through such a system.

Game statistics

During games statistics and results are usually entered directly on notebooks or PDAs into a live scouting system. This job shall be done by a minimum of 1 scouter per team. Best practice is to have an addi-



tional “reporter” per team who will help the person entering the data. If the system uses a central database a 5th operator can support in case the scouter makes a mistake. The size and effort of such a system can vary and should be considered from event to event depending on importance and size.

A data feed can be used to display live scores and play-by-play action of the game. Through this, fans from all over the world can follow the games via internet. A special feature can be uploaded during or immediately after a game to give those fans a feeling for the atmosphere of the game.

Several outputs should be produced at each quarter and after the game. For a description of those prints please refer to ORIS (Olympic Results and Information Services) which is a common project between the IOC and International Federations with the goal to develop a standardized system for sharing for statistical information.

In case such a system can not be afforded it might be considered, depending on the size and importance of the game/event, to hire a company which is offering such services.

6. Development

Many tools may already be in place in your country to assist in the development basketball. Here is a list of tools which are already available to further assist in this development.

6.1 Coaching

Coaches should be able to use tools such as:

- Visualization drills and tactics to the teams (draw diagrams).
- Use video files for demonstration.
- Plan, categorize and organize tactics.
- Organize your practice sessions.
- Setup practice plans in line with the league’s schedule.
- Analyze the practice load and comparisons between different practice categories.
- Share information to other coaches, their assistants, management and their players.

6.2 Individual Training

During the training process the following features are offered in several software tools:

- Record moves during training or games for immediate visual feedback to the player.
- Analyze, compare and highlight performances, techniques, trajectories, and positions.
- Share analyses across different formats.
- Give players a better understanding of the adjustments they need to make.

6.3 Clinics

In order to improve the quality of clinics for referees and coaches the usage of projectors, video recorder, DVD player will help to present your content in a professional and interesting way. Software for these purposes is available and it will help to standardize your clinics. Creation of a accessible clinic “encyclopedia” will help to set standards and establish a quality level.



FIBA

We Are Basketball

STRUCTURING

1

7. Keep in mind

Information Technologies are developing rapidly. The future will bring interesting systems in the field of communication (wireless, speed, bandwidth, easy access) and integrated software systems. The temptation which every organization faces is the wish to have the latest technologies and tools available.

Please be aware that stability of a well tested and performing system is more important and worth than new fancy and colorful functionalities. Stability and security has to be balanced with the wishes and needs in each working environment. The risk from a financial and operational point of view is big. Don't go with the latest systems before having tested its performance and compatibility with existing systems.

If you want to invest into broadband technologies to increase your visibility and create new revenues, keep in mind that any branding effort need to be carefully designed before "going public". Once your image is out there, it can be very difficult and time consuming to change it.