



Viessmann FIS World Cup Cross-Country

Organizing Committee Manual Season 2006/07



presented by



EPSON

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**Viessmann FIS World Cup Cross-Country
Draft: Organizing Committee Manual
Season 2006/07**

1. Introduction

It is really strange: on one side humanity has collected an incredible amount of knowledge in the past several decades. On the other side, we continue to make the same mistakes all over again.

The FIS World Cup Cross-Country Organizing Committee Manual should help us develop the non-sport elements of our events, standardize many aspects of the organization, and most importantly, reduce mistakes. This Handbook will be developed further and will be a “must-have guide” for FIS World Cup Cross-Country organizers in the future. It will help you especially in the following areas:

- A) Structure of organization, job and role descriptions
- B) Layout of the stadium, logistic flow in the stadium and tracks
- C) Waxing and athletes' zones
- D) Accreditation set up
- E) Plans for inclement weather situations
- F) Definition of coaching and no coaching zones
- G) Atmosphere in the stadium, event program, promotion und venue production
- H) TV production

2. Organizing Committee

As required by the International Competition Rules Cross-Country (ICR), an Organizing Committee (OC) must be appointed for each World Cup race.

2.1. Candidature

The National Ski Associations are required to submit their candidacy to FIS for inclusion in the program for the World Cup in the respective season. The schedule will be established by the Cross-Country Committee (CCC) and its' Sub-Committee for World Cup, and submitted to the FIS Council for approval.

The application has to be submitted in writing at the FIS Office a minimum of 2 years before the planned event date.

2.2. Contractual Obligations

Each NSA/OC participating in the FIS World Cup Cross-Country is required to abide by the following binding documents:

- FIS World Cup Organizer's Agreement (latest version).

The other documents that are binding on the OC concerning the organization include (for all, the latest available versions):

- International Competition Rules Cross-Country (ICR)
- FIS World Cup Cross-Country rules (WCR)
- FIS Cross-Country Organizers' Guide (on CD/Internet)
- FIS Advertising Rules
- FIS Sponsor Guide
- FIS Medical Guide
- FIS Anti-Doping Rules
- Service Catalogue WIGE/MIC and AGFA
- FIS Media Guidelines
- FIS TV Production Guidelines for the World Cup and World Championships
- FIS Cross-Country Homologation Manual
- FIS Internet Policies
- FIS Corporate Identity Rules

2.3. Structure and Member Role Descriptions

The OC organizational structure must comprise different people performing specific duties as described below. The OC organizational chart as prescribed below with the names of the individuals performing the various roles is the framework for all operations. It must be submitted to the FIS Office for approval at least two (2) months before the event. Any changes thereafter must be immediately communicated to the FIS Office as well.

The members of the OC appointed by the FIS are the Technical Delegate, Assistant Technical Delegate and the Race Director. The OC member appointed by the National Ski Association is the National Assistant Technical Delegate.

The other members of the OC are appointed by the OC itself. Each leading official is allowed to do only one job.

The following section describes the detailed responsibilities for the leading individuals on the OC. For additional assistance in the division of responsibilities, please refer to the FIS Organizers' Guide for Cross-Country Events (latest version, see list of binding documents above).

2.3.1. Responsibilities of OC as Entity and OC Leadership

2.3.1.1. OC as Entity

1. Represents the committee to the public
2. Approves extent and division of responsibilities of each OC operational area
3. Develops and organizes the event schedule, including side events
4. Approves overall event budget and each operational area's budget

5. Approves meeting minutes of each official meeting
6. Discusses and decides on proposals prepared by each operational area
7. Ensures a smooth execution of the event
8. Coordinates all work and tasks
9. Manages relations with public authorities
10. Completes the final event report
11. Plans and executes local side events for the public
12. Arranges radio communications services for the teams and competition officials

2.3.1.2. Technical Delegate

The TD is the highest authority on site for each competition. As required by the ICR, the TD is the delegate of the FIS to the organizing body, and is a guarantor for the FIS that the competition is conducted in accordance with the FIS Rules. The TD is appointed by the FIS CCC and must have a valid TD license. The TD has the responsibility to involve and utilize the FIS appointed Assistant TD and the NSA appointed Assistant TD in the preparation, the carrying out and the follow up of the competition. The TD is responsible for organizing the work of the Jury. The other TD responsibilities are as defined in the ICR.

2.3.1.3. OC Chair

1. oversees and directs the overall event organization
2. chairs OC meetings
3. ensures that the obligations of the OC are met as per the contractual obligations
4. prepares the progress and final event reports
5. special projects as separately approved by the OC

2.3.1.4. OC Deputy Chair

1. reports to OC Chair
2. serves as Chair in the absence of OC Chair
3. takes all necessary steps to ensure a smooth delivery of the event
4. completes special projects as approved by the OC

2.3.2. Responsibilities of the Support Services Area

The support services area of the OC includes the following functions: Finance, Administration and Human Resources/Volunteers.

2.3.2.1. Finance Director

1. reports to OC Chair
2. manages budget and cash flow
3. prepares event financial and financing plan
4. manages event bank account
5. remunerates OC staff based on OC guidelines as approved
6. obtains a liability insurance for the event
7. manages accounts payable and receivable
8. prepares applications and requests for financial support
9. takes care of any other tasks assigned by the OC.

2.3.2.2. OC Administrative Director

1. reports to Finance Director
2. arranges the work of the OC secretariat
3. manages the ongoing administrative duties
4. obtains all permits from various public authorities
5. manages the correspondence related to the organization of competition
6. follows the event Master Plan and ensures that the key deadlines are met
7. completes the meeting minutes for the OC meetings
8. takes care of any other tasks assigned by the OC

2.3.2.3. Human Resources Director

1. reports to the Finance Director
2. recruits the local staff to assist the event
3. recruits the volunteers and communicates with them prior, during and after the event
4. takes care of any other tasks assigned by the OC

2.3.3. Responsibilities of the Sports Area

The Sports Area includes the following functions: Competition, Infrastructure and Logistics & Operations. The following Competition Officials and their duties are defined as per article 302.3 of the ICR:

2.3.3.1. Chief of Competition (responsibilities as per ICR)

1. is responsible for all aspects of the competition; is the highest authority at the competition venue under the TD and OC Chair
2. reports to the TD and OC Chair
3. informs the TD constantly about the preparatory work and about changes that may have to be made
4. checks that all officials responsible for the organization of the competition are qualified enough to ensure that the competition is carried out in accordance with the ICR
5. supervises the work of the competition officials
6. chairs the Team Captains' meetings, is a member of the Jury and the OC's representative in dealings with the TD
7. collaborates with the host broadcaster to ensure optimal infrastructure for TV coverage

Competition Secretary (responsibilities as per ICR)

1. reports to the chief of competition
2. is responsible for all secretarial work concerned with the technical aspects of the competition
3. prepares all the forms for the start, timing, calculation, draw and controls
4. checks that the entries are correct and with valid FIS code (before the first Tour de Ski Stage only)
5. checks the FIS Points and quotas on the limited start competitions (before the first Tour de Ski Stage only)
6. organizes Team Captains' meetings
7. prepares and distributes start lists
8. prepares and distributes competition information (team communications and results package)
9. records and distributes the minutes of the Team Captains' meetings and Jury meetings with the approval of the TD
10. arranges for the earliest possible publication of unofficial results and for the distribution of the official results, including any possible disqualification
11. must hand over protests immediately to the Jury.

Chief of Course (responsibilities as per ICR)

1. reports to the chief of competition
2. should be familiar with the course homologation requirements
3. has the knowledge how to use the course preparation equipment related to different snow conditions to obtain the optimal course preparation.
4. must be able to set the track in the ideal line and place it or remove it correctly in curves and in the down hills
5. is responsible for the preparation of the ski-testing areas, warm-up tracks, the marking and fencing of the course, temperature measurements, first aid posts, feeding stations, and for providing the facilities for intermediate timing
6. uses the course preparation groups and the forerunners to ensure the course is in the best possible condition.
7. must send at least two course closers or a vehicle around the course after the last competitor

Chief of Timekeeping and Data Processing (responsibilities as per ICR)

1. reports to the chief of competition
2. is responsible for the direction and coordination of the officials working in the timing area
3. supervises manual timers, electronic timers, intermediate timekeepers and calculations officials' work
4. coordinates the locations of intermediate timing with the host broadcaster.
5. coordinates the work of the starter, the finish referee and the finish controller with the chief of stadium.
6. Supervises the data processing services and provides media information support

Chief of Stadium (responsibilities as per ICR)

1. reports to the chief of competition
2. is responsible for all activities in the stadium area. This includes flow of competitors to the start, ski-marking, commercial markings, ski-marking control at the finish, flow from the finish area, support for anti-doping controllers
3. provides fencing, course markings and signs in the stadium area
4. coordinates the placement of the start and finish lines with the chief of timekeeping
5. coordinates all course preparations on the stadium with the chief of course.
6. coordinates with the chief of control and competition security for the effective stadium access and control for competitors, coaches, service personnel and the media.
7. prepares Mixed Zone in the finish area
8. ensures sufficient lighting to ensure adequate working conditions

Chief of Control and Competition Security (responsibilities as per ICR)

1. reports to the chief of competition
2. coordinates his activities with the chief of stadium and the chief of course
3. decides together with the chief of competition and the TD on the suitable placing of controllers
4. informs controllers of their duties
5. equips controllers with control cards and other material that may be necessary and assigns them to their locations
6. collects all pertinent information and control cards after the competition and reports any incidents to the Jury
7. is responsible for security and access into and along the course, in team preparation areas and in the stadium area.
8. Two controllers are necessary for each post. The number and placing of the controllers is determined without notifying the competitors, coaches or other officials. The controllers at each post record violations and the passing of the competitors. They may use video equipment. After the competition they must inform the chief of control and competition security of any violations to the rules and be ready to testify before the Jury.

Head of Medical Services (responsibilities as per ICR)

1. reports to chief of competition
2. is responsible for the organization of all medical and first aid arrangements and for the quick transport of patients to the nearest appropriate medical facility
3. is responsible for providing facilities for medical testing and treatment.
4. liaises with Director of Infrastructure to provide the necessary facilities for the anti-doping controls (per FIS Anti-Doping Rules)
5. serves as the on-site contact and support person for the doping control agency conducting testing
6. arranges the required number of chaperones for the doping controls
7. is responsible for the transport of the athletes to the doping control.
8. In addition this individual should possess the following:
 - a. background in Emergency Medical Care, triage and evacuation procedures
 - b. good understanding of overall event production, the sport involved, the possible emergent situations that could arise
 - c. excellent understanding of operational procedures of all systems in co-ordination of medical coverage for events

In addition to the above officials whose functions are an integral part of the ICR, a number of supplementary functions are required to implement the tasks of the Sports Area of the OC:

2.3.3.2. Director of Infrastructure

1. reports to the OC Chair
2. prepares detailed infrastructure layout plans (venue, stadium)
3. coordinates all infrastructure construction and dismantling work
4. supplies and places the fencing
5. ensures that the material promoting the FIS sponsors and OC partners and suppliers is properly installed and dismantled
6. organizes and sets up the TV and press facilities
7. organizes and coordinates all power connections
8. organizes and coordinates all water inlets and outlets
9. organizes provision and maintenance of sanitary installations for teams, staff, suppliers and the public
10. supplies and maintains waste management containers and arranges the clean-up of the competition facilities after the event
11. takes care of any other tasks assigned by the OC

2.3.3.3. Director of Logistics

1. reports to OC Chair
2. prepares the traffic plan and ensures its smooth execution
3. arranges the necessary permits
4. organizes and directs all parking including that for the teams, public, media, and sponsors.
5. ensures order, signage and guidance in all parking areas
6. organizes local security services
7. coordinates accreditation services
8. coordinates first aid services
9. prepares the emergency plan and ensures access to emergency services
10. takes care of any other tasks assigned by the OC

Head of Transportation

1. reports to the Director of Logistics
2. is responsible for local transportation arrangements for the teams, public, media, and sponsors.

Head of Accommodation and Team Services

1. reports to the Director of Logistics
2. coordinates all athlete and team needs and services on location
3. takes care of any other tasks assigned by the OC

2.3.4. Responsibilities of the Promotional Area

The Promotional Area includes the following functions: Media, Marketing and Promotional Activities.

2.3.4.1. Director of Marketing

1. reports to the OC Chair
2. prepares the local marketing and marketing communication plans
3. identifies and wins OC partners and suppliers
4. coordinates local TV production plans and needs together with the host broadcaster
5. plans and coordinates any VIP and hospitality activities
6. takes care of any other tasks assigned by the OC

2.3.4.2. Director of Media

1. reports to the OC Chair
2. works closely with the FIS PR and Media Coordinator for Cross-Country
3. collaborates with the respective AIPS commission (AIPS Nordic)
4. prepares the local media plan
5. Is responsible for providing optimal working conditions for media, equipment suppliers and competition officials in the media areas and the Mixed Zone. For details, please refer to the section on Media in this Manual

6. is responsible for the constant and immediate flow of pertinent information to the press, radio and TV, in coordination with the FIS Media and PR Coordination Cross-Country
7. organizes the Media Centers (Main Press Center and Sub Press Center) according to the FIS Media Guidelines
8. engages adequate staff to ensure high quality service for the media
9. coordinates local accommodation and transportation needs for the media
10. oversees the reservation and control of the parking places for the media
11. builds and maintains good relations with the local and regional media
12. organizes local press conferences together with the FIS PR and Media Coordinator for Cross-Country
13. organizes if required a media reception
14. organizes a local media Info-Point
15. collects local/national press and other media clippings and prepares the event media reports (daily report during the event and a final media report)
16. manages the event website
17. takes care of any other tasks assigned by the OC

Head of Photographers

1. reports to the Director of Media
2. identifies optimal photographer positions prior to the event in collaboration with the FIS Race Director and the FIS PR and Media Coordinator for Cross-Country
3. supports the Director of Media in questions of accreditation.
4. takes care of other tasks as identified by the Director of Media

2.3.4.3. Director of Promotion

1. reports to the Director of Marketing
2. prepares the local event production plan, together with the event announcer/speaker.
3. produces the promotional material for OC partners and suppliers
4. is responsible for the production and distribution of the official local event program, posters, brochures, media information and any other local promotional tools
5. develops and executes tickets' pre-sale campaign
6. coordinates the production of the event at the local venue
7. plans the side event program and executes the program
8. informs and collaborates with the event announcer for local needs
9. researches, plans and executes, together with the Director of Marketing, any local entertainment and involvement opportunities, including any local competitions, evening activities, social events and promotions.
10. coordinates the local ceremonial activities
11. takes care of any other tasks assigned by the OC.

2.3.5. Jury

As specified by the ICR, a competition Jury is required and must consist of the following:

1. TD, who is chair of the Jury
2. Assistant TD (appointed by FIS)
3. Chief of Competition
4. National TD Assistant (appointed by the host NSA)
5. FIS Race Director

The Jury's responsibility is to ensure that the competition is organized and carried out according to the FIS Rules. The responsibilities begin when the Jury is appointed and are ended when protests from the final competition have been decided and the Official Results are produced.

3. Technical Organization

The most important responsibility in terms of successful competitions lies in the sport-technical organization of the event. The athletic success reflects on the whole event, and the athletes' competition conditions and environment take first priority for the entire event management. As a result, the OC must guarantee the competition venue set-up and stadium lay-out according to the requirements described in this section. As per the section on insurance in this Manual, the OC must also provide full liability insurance to cover for any risk of damages.

The correct planning and set-up of the venue implies that the OC must take into consideration the elements listed below. Successful venue planning is aimed to:

- ensure the safety of athletes, spectators, and other participants;
- deliver a particularly positive and fair sporting experience for the athletes and their teams, spectators, media representatives, sponsors and VIPs;
- provide sufficient space for the media, general public, sponsors and VIPs with good visibility and appropriate geographical distance from the start/finish area and the Giant Screen;
- fulfill the WC TV broadcasting requirements so as to ensure optimal TV production;
- identify the best possible placement for the Giant Screen; and
- guarantee easy access from the main roads and parking areas to the venue and ensure an effective flow of all participants within the venue.

3.1. Venue Inspection

An inspection by the FIS Race Director and, ideally, the assigned TD must be scheduled in the Summer/Fall of the prior year, a maximum of three (3) months prior to the event date. The purpose of the meeting is to answer all questions the OC may have, as well as to make sure that event planning and preparation are on schedule. The HBC for the event must be involved in the inspection visit.

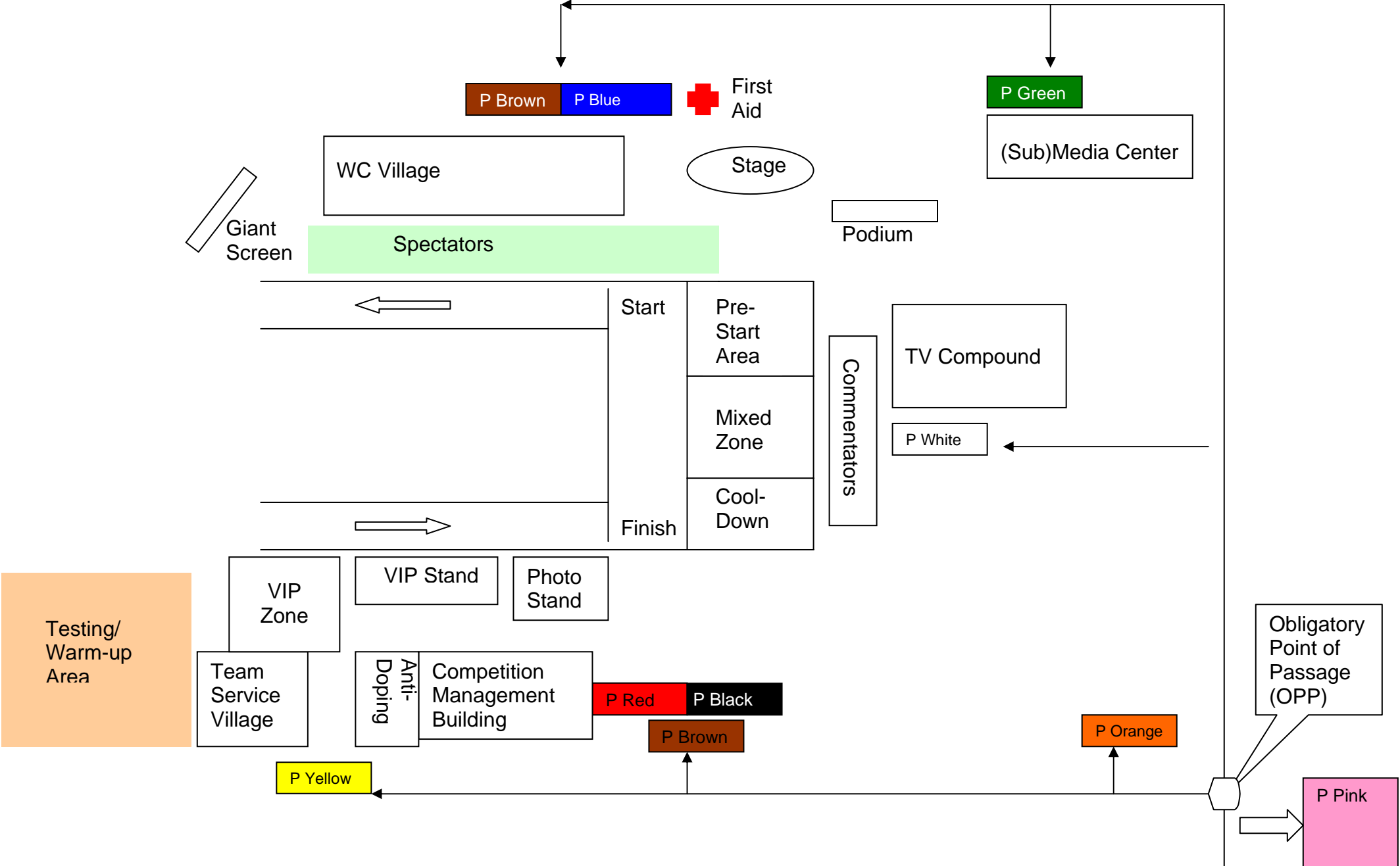
3.2. General Venue Lay-out and Facilities

The general venue lay-out should correspond to a fixed lay-out model as displayed on the following page. The details of the venue lay-out will depend on the specific characteristics of each location but the elements displayed on the standard venue lay-out diagram should be found at each venue and their positioning within the venue agreed with the FIS Race Director. The OC must finalize a detailed local venue lay-out plan on the basis of this general stadium layout plan, and submit that for approval by the FIS Office.

Note: The entry to the venue should always take place through an Obligatory Point of Passage (OPP) at which the necessary accreditation or access credentials (such as an entry ticket) will be controlled. The controllers at the OPP should be able to direct each participant to the sector they are allowed to access.

The general venue facilities required for each WC venue include the Stadium, Competition Management facilities, Start, Finish, Media Facilities, Wax cabins and Public Village (including the VIP Zone).

Standard Venue Lay-out



3.2.1. Stadium

3.2.1.1. General Lay-out

The location, shape, layout and setup of the stadium are very important for the success and spectator enjoyment of the competitions. Optimally, the orientation of the stadium should be such that the spectators are sitting in the sun, and also that the athletes' faces are in the sun as they finish the race (better photos!). It is also important that the skiers' speed into the stadium is not too high, especially into the last 100 m (finish lanes) of the race.

Due to the local terrain there are various stadium configuration possibilities. One of the best configurations is a horseshoe shaped stadium where the spectators can see the skiers for a relatively long time. Other configurations are ski-through stadiums which are normally used where it may be difficult to provide the width that a horseshoe stadium requires.

3.2.1.2. Flows

The flows of the various venue users (athletes, team service, officials, guests/VIPs/sponsors, suppliers, public, etc.) will require careful planning specific to the set-up of each venue. Entry and exit points, access control points, various service areas (food, beverages, rest rooms) and information points must be specified and documented from the perspective of each group. A detailed venue map displaying this information must be prepared by the OC.

3.2.1.3. Rest Rooms

The OC is responsible for providing a sufficient number of rest room facilities, at least some with running water, for the venue. The different sectors (e.g. team service village/competition management/media/VIP Zone/Public) will have different needs for rest room capacity and must be serviced accordingly.

3.2.1.4. General Services

The different sectors of the venue will also have specific requirements for power capacity & power outlets, water, heating, lighting and waste management etc. services that must be carefully analyzed and planned. The provision of and costs for such general services are the responsibility of the OC.

3.2.1.5. Signage

The various sections of the venue/stadium must be well-divided and the sections marked using easily understandable, coherent signage and the same zone designations (colors/numbers) used in the accreditation/access cards. The OC is responsible for producing the venue signage.

3.2.1.6. Tribunes

The OC will need to provide several tribunes (stands) at the competition venue. One tribune must be reserved for important guests and sponsors (VIP Tribune). The VIP tribune should be appropriately sectioned off and offer various seating arrangements, if possible. It should seat ca. 200 guests.

The photographers' tribune should have at least four steps, ideally 5-7, with a depth of 50 cm, height (step-to-step) 40 cm and width of 12 m. It should be placed with a good view of the finish area.

The size and capacity of any other tribunes will depend on the local needs, capacity constraints and the estimated number of spectators.

3.2.1.7. Giant Screen

A large video wall/Giant Screen must be located at the stadium such that it can be seen by as many spectators as possible, ideally facing away from the sun to avoid glare. The screen will be used to display start-lists, intermediate times and final results during the event.

The Giant Screen is required to meet the following specifications:

- LED Video Screen

- screen size of 53,5m² in format 16:9
- pixel distance of 19 mm
- lightness at 5.000 Nit
- installed on a mobile unit with turning radius of 180°
- electronically controlled
- ability to reproduce a FBAS video signal

3.2.1.8. PA System

A high-quality PA/sound system makes a difference to the participant perception of the event experience. The specifications of the required quality level will be provided by the FIS Office.

3.2.1.9. Radio Communications System

Even in our world of advanced telecommunications, two-way radios are the most reliable tool during events. It is preferable that the radio system is designed with multiple channels or talk groups, such that individuals on each radio channel only talk and listen to their own talk-group members.

The OC must provide a radio communications system for a minimum of thirty (30) users with multiple channels/frequencies for the duration of the event. The OC is also required to communicate to the participating NSAs the legal rules regarding the use of radio communications systems.

3.2.2. Competition Management Facilities

A Competition Management Facility in the stadium should, at a minimum, include spaces for Timing & Results Services, Announcing, the Jury, Chief of Competition, and Race Secretariat. Optimally, a (sub)-media/press center, and the anti-doping facility (if not located near the service area/wax cabins) should also be available at this location or in its vicinity.

The Competition Management facility will normally function as the "Operations Center" during the competitions, and as the communication and information center between the event's Competition Committee and all participating teams. The Competition Management Facility should optimally be situated directly across the finish line.

3.2.2.1. Timing & Results Services

Size: Approximately 90 square meters

Optimally situated directly above the finish line, with clear view of the start area as well. Room for 5 –6 computer workstations along the windows facing the finish line. Space for equipment and tables for intermediate timing operators and TV graphics interface. Space for a photo finish camera and monitor must also be planned. The responsibilities for providing the timing and results services equipment, including the CIS, are as defined in the Service Catalogue WIGE/MIC & AGFA.

3.2.2.2. Announcing

Size: Approximately 35 square meters

This facility must have a great view of the whole stadium, as well as racks for various pieces of equipment (sound system, mixer etc). Announcer must also receive the TV signal and electronic information from the race, optimally on computer terminals in the room (CIS).

More details to be included.

3.2.2.3. Jury Room

Size: Approximately 26 square meters

Work and meeting area for Jury, including a PC & printer, video and TV monitor, hooks and shelves for ski equipment and clothing, small refrigerator and table for food. It is important for the integrity of the Jury work that this room is secure, quiet and separate from any other activities.

3.2.2.4. Race Secretariat Room

Size: Approximately 35 square meters

Work area for Race Secretariat, including two (2) high capacity (100 pages per minute) copy machines, fax machines, a PC and printers (2), telephones, and standard office supplies and equipment. This space should also contain information boards for posting of information and results.

3.2.2.5. Chief of Race Office

Size: Approximately 20 square meters

Standard office/working facilities and equipment & supplies.

3.2.2.6. Team Captains' Meeting Room

The Team Captains' Meeting (TCM) room should seat up to 100 people (2 –3 persons from each participating team). It should have audio (microphone) and presentation tools (video/laptop projector and screen) available, as well as copy machines for copying and distribution of start lists after the meeting. The location of the Team Captains' Meetings will depend on the venue overall schedule and the housing situation for the participating teams. If most of the teams stay in the same hotel, the meeting can be held at the hotel. If this is not the case, the best location for a meeting is at or near the stadium, preferably following the official training or competition.

3.2.3. Start

3.2.3.1. Start Installation

Please refer to the FIS Sponsor Guide for details on the Start Installation.

3.2.3.2. Athlete Access

The athletes normally should follow access trails (ski or walk) from the service area to the start area. This distance should be as short as possible. Accreditation should be checked at the entrance to the stadium (gate or fenced area). Ski marking/equipment control should be done before the final pre-start area. Extra control should be taken to verify that athletes are wearing the correct transponders.

3.2.3.3. Ski Marking and Equipment Control

Ski marking/equipment control (ski marking, logo/commercial marking check, transponder attachment) is required for all races except for the Sprint competitions (ski marking or transponders – for elimination heats - not used). This "station" should be set-up where the athletes' enter the final pre-start area. For mass-start and pursuit races, ski marking/equipment control may be moved closer to or inside the pre-start area by the start if extra space is needed.

Ski marking can be done by using stamps or stickers that are marked or attached to the top of both skis. In all cases, the skier's bib number must be written on the ski, stamp or sticker. For several races at the same venue, a different color stamp, sticker or pen must be used for every Tour de Ski Stage. It is important to use material and ink that is waterproof and do not disappear in wet or extra cold conditions. No commercial markings are allowed on stamp or stickers.

Due to the rush of skiers at the time of ski marking, it is important that enough people and equipment are planned and available for this function. Four ski-marking benches are normally sufficient, with at least two people working at each bench. The same number of people should be working with the transponder systems, such that no bottleneck is created.

3.2.3.4. Pre-start Area and Athlete Clothing Storage

An area in-between the equipment control point and the actual start line should be made available for athletes to do their final race preparation. This pre-start area will be used by the athletes to stretch, take off their warm-up clothing, do final waxing (if needed), and prepare mentally for the race. The OC must strictly control access to this area. In addition to the OC

staff (equipment controllers, clothing handlers, start officials), only one or two coaches from each team should be given access. The access control is normally done by using separate armbands, given out to the teams at the Team Captains' Meeting.

The OC must have available clothing bags for the athletes to put their warm-up clothes in. Each bag should be marked with the athlete's bib number, and brought to the finish area where the athletes should receive their clothing before proceeding through the Mixed Zone. The bags should be at least 50 liters in size.

3.2.3.5. Rest Rooms

There should be rest rooms available for the athletes in the immediate vicinity of the start.

3.2.4. Finish

3.2.4.1. General

The layout and flow of the finish area and Mixed Zone are very important for the final presentation of the event, the media exposure and the broadcast product. The Mixed Zone is the pathway that the athletes are required to walk through after finishing the competitions.

The design of the finish area must allow radio and TV reporters to interview athletes and winners (especially for live transmissions). There should be a photographers' stand and a press corridor close to the coaches' and athletes' area, and space sectioned off for the winner award ceremony, interviews/unilateral interviews. The public must be kept away from this corridor. Please also see the section for Media Facilities below for additional guidance on the Mixed Zone

As soon as the skiers finish the race, and have passed the Red Zone (first 10-15m after the finish line) they should be taken into an area off to the side, to the so-called cool-down zone located before the first interview box (host broadcaster). Here they should be given their clothing bags and refreshments (warm and cold beverages or water in sealed containers). Access to this area for team staff should also be controlled to avoid over-crowding (use armbands as for pre-start area). Ideally, there should be an separate sector for medical staff and staff of service companies.

After walking through the media/broadcast Mixed Zone (only one way to exit!), athletes should enter an access path back to the Team Service Village.

3.2.4.2. Finish Installation

Please refer to the FIS Sponsor Guide for details on the Finish Installation.

3.2.4.3. Covered Changing Facilities

Some covered changing facilities should ideally be available at the finish area.

3.2.4.4. Winner Presentation / Flower Ceremony Stage

If possible, the stage for the flower ceremony should be located in front of both spectators and photographers and adjacent to the Mixed Zone - not too far away from the TV interview positions. Please refer to the Sponsor Guide for details on the Winner Presentation Background. The OC needs to provide the manpower and power to inflate the installation.

3.2.5. Media Facilities

3.2.5.1. Mixed Zone

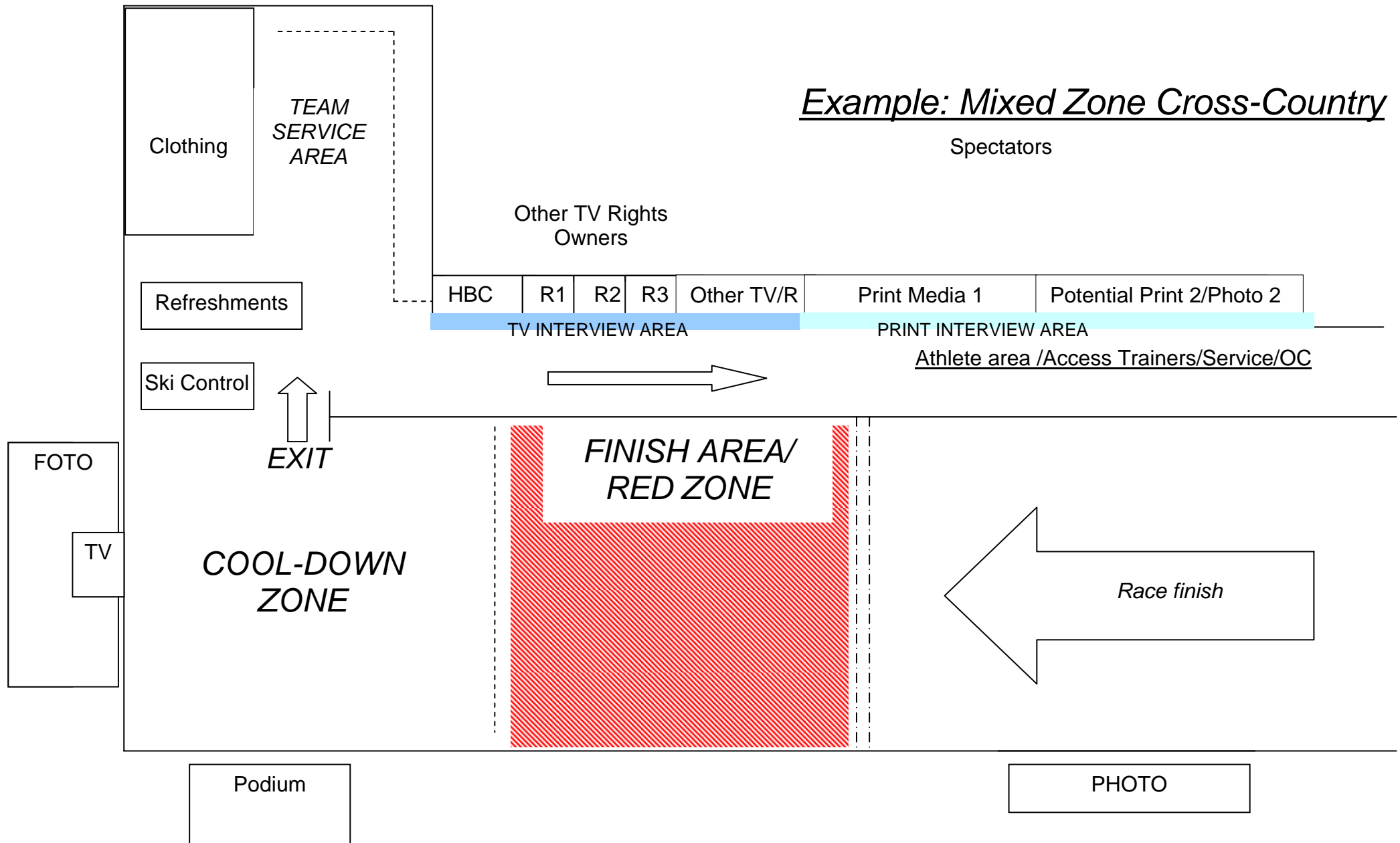
Immediately after the end of the competition, the winning athletes are requested for TV and Radio interviews. At the same time, the press is also requesting interviews with the same athletes. It is very important that the OC prepares for the pressure in this area, and maintains order there.

From the finish area, the only path for the skiers to exit should be through the Broadcast and Press Mixed Zone. Each paying broadcast company normally needs a 2 x 2 m area in the Broadcast Mixed Zone, and have first priority to the athletes (first priority: HBC, followed by R1...R3; see diagram overleaf). Next, the Press Mixed Zone (Print Media 1 & 2) should be long rather than deep, such that as many press persons as possible can be along the fence

being able to interview their favorite skier. The set-up and details of the Mixed Zone will be discussed and clearly defined during the inspection visit by the FIS Race Director and the HBC.

Each entrance to the Mixed Zone should be clearly marked with numbers on the accreditation card to control access to a certain section of the Mixed Zone.

Example: Mixed Zone Cross-Country



3.2.5.2. Commentator Facilities

Depending on the specifics of the contractual agreements held by the NSA owning the TV broadcasting rights to the event, commentator boxes provided by the OC for TV and radio stations may have to entail, but not limited to the following:

- positioning ensuring the visibility into the finish;
- noise protection and separation;
- sufficient space for a commentator, a co-commentator and an interview partner;
- sufficient desk space for documents and note-taking;
- heating and 2-3 coat hooks;
- technical installation with TV and data monitors.
- Internet connection

3.2.6. Wax Cabins and Athletes' Village

For size requirements for the waxing cabins, please refer to World Cup Rules (most recent version).

In or very near the stadium area, there must be a sufficient number of shelters, permanent buildings or good quality temporary structures (including tents), in which teams may store equipment, wax skis and keep warm. The cabins must be provided with ventilation – adequate for exhausting wax fumes – lights and electric power outlets, and must be warmed to at least 20 degrees Celsius. Each team should have its own cabin but combining of more than one team per cabin is allowed if work-space and security requirements permit.

Two rooms per team should be provided if possible to prevent breathing of waxing fumes by the athletes. If this is not possible, then a separate warming shelter must be provided for the athletes.

The cabins should be equipped with locking doors and teams are to be issued with keys. If the entrances cannot be locked, the OC must provide security for the cabins. Parking space for teams must be provided within a reasonable distance of the cabins. A loudspeaker of the public address system should be placed near the cabins.

3.2.6.1. Rest Rooms

Restrooms (separate for men and women, with adequate capacity and opportunity to wash hands) must be available inside or adjacent to the wax cabins and the Athletes' Village.

3.2.6.2. Access

The service area must be fenced off and controlled for access. Over-night security must be provided by the OC. The service teams and athletes should have access to this area 24 hours a day.

3.2.6.3. Athlete and Service Staff Refreshments

The OC must make available some food and beverages at the service area. The team service staff must have access to a warm meal service in a close proximity.

3.2.7. Public Village

The OC must allocate space in a dedicated area near the stadium for a public village, designed to organize side events (with the participation of special guests, officials, media, sponsors, etc.), and to conduct various activities to stimulate public and media interest. This area should include a public food and refreshment area and a stage.

Finally, the Public Village must include space for a VIP Zone for an on-site hospitality program, including catering and entertainment services.

3.3. Transportation

3.3.1. Vehicle Accreditations for Parking & Access

The availability of parking at or near the competition venues (or lack thereof) must be analyzed.

3.3.2. Traffic Regulations/De-Routing

The OC must review the needs for and negotiate with the responsible public authorities regarding the implementation of any street closures and/or non-event related traffic de-routings.

3.3.3. Local Transportation

Local transportation needs must be mapped out in a detailed OC Transportation Plan and carefully orchestrated. An OC Point of Contact (POC) for any transport issues must be nominated at least three (3) months in advance, and there must be a Transport Office to coordinate local transportation needs during the event. There should be a radio communication system among those in charge of coordinating and operating the local transportation services.

Depending on the distance between the media center/accommodation and the competition venue, there may be a need for the OC to arrange a shuttle bus service for the media from the media hotel to the competition venue and vice versa and/or from the media center to the sub-media center located at the competition venue. For Guests/VIPs (local/general) it may also be necessary to arrange a shuttle service from the VIP hotel to the competition venue and back.

In addition, spectator traffic may have to be organized with park & ride shuttles from parking areas located further away from the competition venue, depending on local conditions and the availability of parking space. The capacity of the shuttle service must be planned to accommodate the expected numbers of visitors. The pick-up/drop-off places must also be carefully thought out and coordinated with the transportation schedules.

3.4. Accreditation

The accreditation system is the main tool for controlling access to the specific sectors of the venue, and for assisting in managing competition operations, and the flow of the different constituent groups at the event. The goal is to provide highly professional service and to ensure the consistency of access for the participating teams, sponsors, officials and the international and national media.

All OC staff and volunteers as well as all athletes, team staff, sponsors, media and guests must be registered (via an on-line process) in the accreditation system, and will be given access privileges specific to their function during the event.

The access privileges will be displayed on the accreditation cards, given to each individual. The accreditation cards will be individually numbered. They are not transferable and must be worn visibly at all times.

Suggested definition of the Zones:

- 01 OC Areas
- 02 Race Office
- 03 Press Center
- 04 TV Compound
- 05 Commentary Positions
- 06 Media
- 07 Photographer
- 08 Data Service/Time Keeping
- 09 Anti-doping
- 10 Team Service Ceremony
- 11 Team Hospitality/Athletes Lounge
- 12 Ceremony
- 13 VIP Areas

If further access control is required within the competition venue, supplemental credentials will be used, such as armbands and course access bibs. A VIP Pass will give access to the VIP Zone and the VIP Tribune. A ticket may or may not be required (based on an OC decision) to enter the spectator sectors at the competition venue.

Armbands will give access to specific sectors in the stadium, such as start and finish areas. A system of course access bibs will control access to the competition courses, and to identify easily from a distance a user of the courses. Athletes, coaches, and service staff are allowed on courses only at certain times and on certain courses. It will be the responsibility of the OC to ensure that persons accredited with proper accreditations cards or other credentials obtain unhindered access to the relevant sectors but only to those ones they are entitled to access.

3.5. Accommodation and Board

3.5.1. Rules on Quality, Costs and Availability

The OC must nominate a staff member to be responsible for coordinating all accommodation arrangements at the venue in question, together with the local tourism organizations.

As specified in the WCR, the OC shall pay for the living costs (standard 3 Star accommodation including full board and one beverage [3 dl] as per the WCR) for the 30 best men and women based on the most up-to-date World Ranking List (Red Group), and for their coaches and officials for a maximum of one coach per nation and gender, if there are three or more athletes per sex in the Red Group.

The OC shall be responsible for the living costs of the TD, TDA and national TDA, FIS PR & Media Coordinator Cross-Country, Timing & Data service and APF (as per the WCR). For the other team members, the OC shall offer the same quality room (standard 3 Star) and full board for a maximum price of CHF 100 per person (including full board and 1 drink [3 dl]). The OC will be responsible for covering any accommodation costs above the mentioned maximum price paid by the teams. There will be a maximum of two persons per room with separate beds.

The distance for travel between the hotel and the competition site must not exceed 25 km. Each team has the right (for each gender) to have one single room without any additional costs. All other single rooms may incur an additional charge.

If the teams wish to use other hotels than the ones proposed by the OC, the actual costs must be paid by the NSA. The participating NSAs are obliged to provide to the OC the final size of their team 10 days before the start of the competition (size tolerance $\pm 10\%$). If the NSA changes the size of the team by more than 10 %, the NSA is obliged to pay the difference. If the team size is bigger than indicated, the actual costs must be paid by the NSA.

Financial conditions apply as stated in the WCR. Travel and accommodation payments to the Red Group members, as detailed above, will be made in cash. The payment of the actual hotel bills has to be made by each team directly locally.

3.5.2. Ski Storage

There should conveniently located and secured ski storage area near the competition venue and/or the team accommodation, whichever is more appropriate.

3.6. Athlete and Team Services

3.6.1. Team Reception/POC

Given the intense competition calendar, it is important for the OC to do their best to allow the athletes and teams to focus on competing and recovering rather than worrying about logistical details. As a result, the OC must designate a senior POC to oversee athlete and team services at their venue. The logistical details related to each team's accommodation, meals, transportation and schedule must be carefully planned and executed. There should be a team reception service at each hotel to take care of any urgent concerns.

3.6.2. Team Information

Information concerning accommodation, transportation, waxing facilities, course descriptions with profiles, competition program, race office contact details, time and place of Team Captains' Meetings and time and place of the official prize ceremonies, along with any other relevant information related to events and activities the teams are expected to participate in

or be aware of, should be enclosed in the invitation. In case there are major changes, the information should be provided in writing.

3.6.3. Attachés, Interpreters

Each team may have their own attaché provided free of charge by the OC during the race days. The teams must make a written request for an attaché together with their registration (Form B).

3.7. Medical Services

The safety of the competitors is one of the main concerns of any event organizer at any level of ski competition. The OC must also be prepared to provide first aid and emergency services for the spectators or other event participants. The following represents some basic organizational details to be established and executed by the OC with regard to medical care of all participants:

- The OC should establish that the following facilities and resources are available to be involved in event:
 1. On site facility – Triage (place of initial assessment)
 2. Nearest fully equipped facility, on staff physicians
 3. Nearest Trauma Center
 4. Evacuation Resources; ambulances, helicopter, etc
- Nominate one main person for the event (Chief Medical Officer) that will direct and coordinate all medical services provided at the event.
- Establish Evacuation Plan for the injured, from triage to hospital if necessary
- Establish back up system that would fall into place if one major evacuation is utilized, i.e., be prepared and plan for multiple major incidents that may occur at one event.
- Organize on course coverage in terms of 1st responders, event physicians and team physicians. In this organization, plan for several incidents to occur within one event so there is adequate back up if needed:
 - Typically, Ski Patrol is the 1st responders to triage on course injury with back up of physicians in severe trauma accidents. They are the intervals in charge of the injury site. If they need assistance, they will call for back up. In general, Ski Patrol act as first responders to a downed athlete and carry standard first aid – ski patrol back-packs. These staff should be placed along a course in areas of steep or fast downhill sections so they always have the athlete in view. Not having an athlete in view can pose problems if they should go down in those areas. Ski Patrol numbers/staffing determined by the nature and course of event
 - Event physicians are 1st-2nd responders depending on the severity of the accident. They should be qualified and well versed in medical emergencies and evacuation procedures. Should a severe accident occur, one of these physicians accompanies the injured to the hospital.
- Team Physicians who work with athletes on their respective teams. They are available on course or in the stadium to assist if asked with care of their athletes. They can be helpful in communication. Generally, the evacuation of an athlete off the course is the priority once stabilized and Ski Patrol is best trained for this process.
- Determine training days as well as event days to be covered with emergency personnel and schedule accordingly. Outline clearly for teams the differences in triage, evacuation and follow up care between training days and event days.

3.7.1. Anti-Doping Control / Blood Testing

In-Competition control tests will be carried out at selected FIS World Cup competitions by a specialist Doping Control Agency appointed by FIS in accordance with the FIS rules that are compiled in accordance with the World Anti-Doping Code. In such cases FIS pays for the doping control services carried out by the specialist Agency. On-site expenses and arrangements of the doping control officers for meals and accommodation are covered by the OC.

The specialist Agency will identify where unannounced in-competition testing is carried out and make direct contact beforehand with the OC in regard to the logistical arrangements. All Doping Control Officers and chaperones require the necessary accreditation to access the relevant sectors.

Any other in-competition doping controls by the National Doping Agencies and their costs remain the responsibility of the national agency, the OC or the NSA depending on the national arrangements.

The OC shall provide a Doping Control Station that is used solely as a Doping Control Station for the duration of the event, be situated near to the location where the press conference is taking place (finish area, press conference vicinity) and clearly marked. The station must consist of a waiting area, a working room and toilets (women and men) (please refer to the diagram below). It is recommended that the doping control station is also equipped with running water and TV set. Canned or sealed bottled refreshments (mineral water, soft drinks, fruit juice, etc.) must be available in the waiting area. These drinks should only contain water, minerals, sweeteners and carbohydrates.

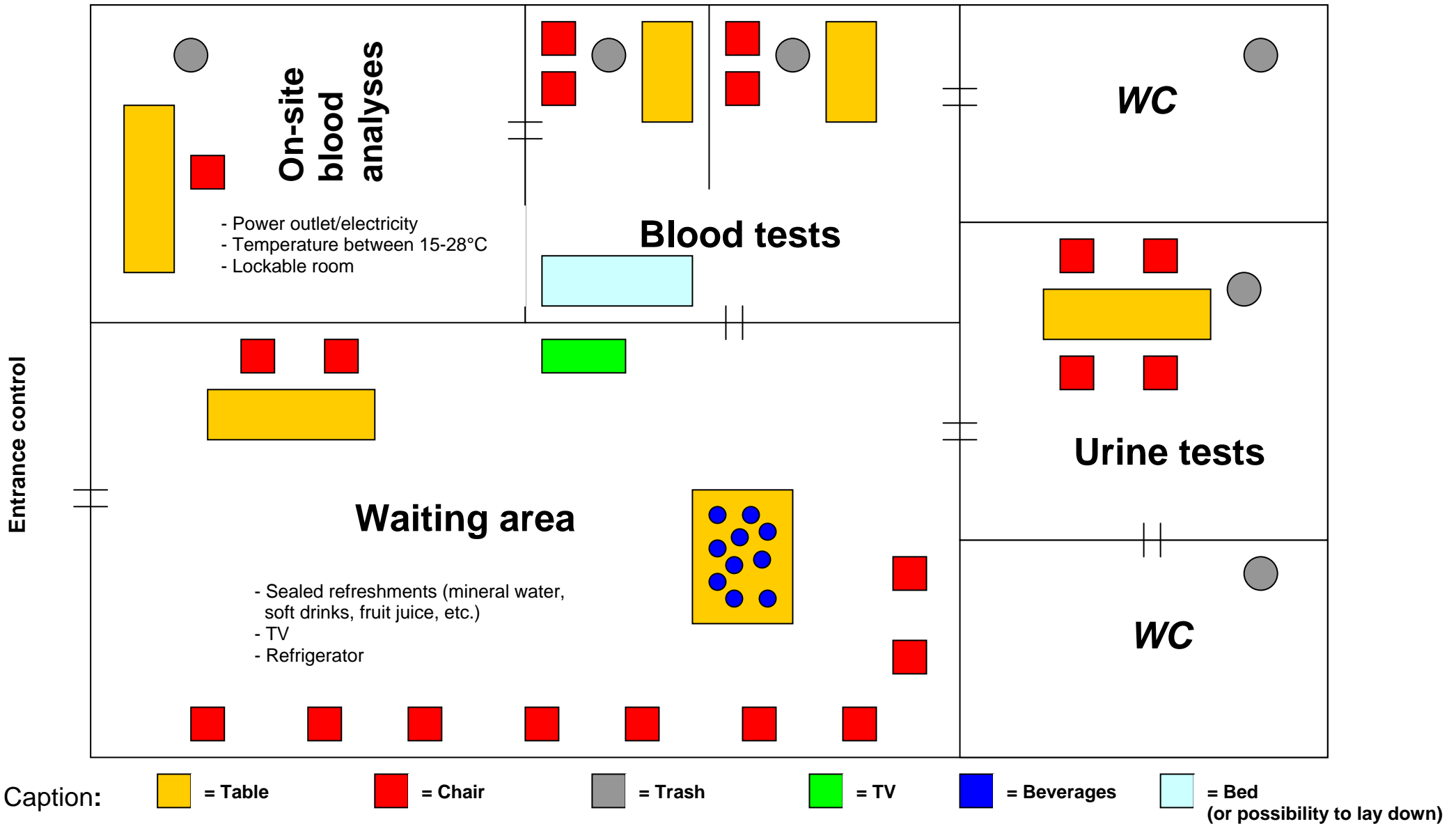
The OC is required to provide six to eight (twelve for sprint races) chaperones per competition to accompany the athletes after they have been selected to undergo testing and should be able to recognize the athletes on sight; they should be able to communicate in principle in English and, if possible, in other languages. Otherwise the OC shall provide an additional person who can assist the Doping Control Officer identify an athlete.

A specialist Agency appointed by FIS will carry out the blood testing. Their fees, equipment and travel costs are paid by FIS, whilst the OC is responsible for providing accommodation and meals for three to four persons from the agency. These will be the same personnel who are carrying out the in-competition testing.

The OC is required to arrange two qualified and experienced Blood Collection Officials (nurses) to carry out the blood drawing. The Blood Collection Officials require evidence of their professional training in the collection of blood samples.

The blood testing station requires an additional secure room for the analysis of the blood samples that can only be accessed by the qualified expert. Where possible the blood testing should take place in the same facility as the doping control station.

3.7.2. Ideal Infrastructure for Anti-Doping and Blood Testing



3.8. Security and Access Control

3.8.1. Police and Security Services

The OC is responsible for arranging 24h security service for the competition venue during the event.

3.8.2. Access control

Any individual entering the competition venue will only be allowed to do so if they possess a ticket or a proper accreditation. A group within the OC or a professional entity contracted by them must conduct access control at all entry points in a professional, friendly manner (no children!). These points must be carefully determined based on the detailed venue lay-out.

3.9. Environment

Viessmann FIS World Cup Cross-Country wants to deliver excellent value not only in terms of the conditions for athletic performance but also in terms of cultural and environmental impact of the event. This is why the OC is required to adopt operational standards that comply with modern, forward-looking principles for the protection of the environment and sustainable development.

There are many ways to implement such environmentally conscious practices. They typically include both preventive and corrective measures, and should range from considerations for the location of the event to those concerning choices for sports facilities, equipment, transportation, energy consumption, food & accommodation, water management & sanitation, and waste management. As a rule, the entire preparation, execution and follow-up of the event at all levels should be led by the so-called foresight principle. In other words, any impact on nature and the landscape should be kept to an absolute minimum from the outset. This principle should apply to every participant in the organization and to every decision.

In cases where environmental or ecological impact cannot be avoided, attenuating and/or balancing measures must be considered. This means recycling, eliminating and compensating. For example, for each fallen tree, a new tree could be planted.

Overall, preference should be given to local products and renewable materials and energy sources. For example, it is recommended that any food & beverage services available during the event were prepared from local produce and if possible produced using environmentally friendly methods (organic/bio-dynamic). Ideally, any hotels, restaurants or other suppliers supporting the event should follow these same principles.

In terms of infrastructure, especially that relating to the ground or vegetation, should be reviewed with regard to its ecological impact. Most importantly, however, the OC must take special care to define an ecologically sound plan for snow production, taking advantage of the latest know-how in minimizing the use of both water and energy.

Various options should also be considered to reduce traffic and promote the use of public transportation within the venue (e.g. shuttle buses). Where possible, non-polluting means of transportation should be employed. In any case, sound transportation planning will greatly minimize air pollution, noise and disturbance, and save energy.

While some waste is unavoidable, good waste management can greatly reduce it. The OC must do its utmost to identify ways to reduce production of waste and, to the extent possible, arrange for the possibility to sort and recycle at the venue. In the administration, focus should be on the following:

- energy-saving features in lighting, computer network and photocopying machines
- water-saving measures
- paper conservation (use of ecological paper, double-sided documents, reuse of paper for drafts)
- use of reusable supplies and material, with minimal packaging; and
- sound waste management including disposal of hazardous materials and recycling of paper, PET, glass, batteries, aluminum, cables/wires, oils, etc.

4. Sport Competition Organization

4.1. Pre-Event Preparations

4.1.1. Invitation Procedures

As per ICR.

4.1.2. Daily Schedules

The definitive daily schedules and starting times will be established between the OC, HBC, other international TV stations and the FIS competition officials. These schedules should include at least the following: Team Captains' Meetings, Race Office Opening Hours, General Starting Times, Official Training and service area opening hours.

4.1.3. Registration/Entries

To register the participating teams, the official World Cup registration forms will need to be used (Forms A, B, C). This information should include information about attending team coaches and assistants as well.

Proposed Registration Deadlines:
As in ICR

The regular FIS rules will apply. Each competitor must be insured by her/his NSA and must have signed the Athlete's Declaration. The OCs must have coverage for their own third party liability only.

4.1.4. Start List Draw and Bib Distribution

The bibs will be distributed at the daily Team Captains' Meetings. The bibs will be produced by the OC. Starting order will be as determined by the current WC-Standing.

4.1.5. Weather Service

Staff requirements for Weather Service: Chief of Weather Service and a crew of 3

The Chief of Weather Service will record data on boards in the service area, report data to the Race Office and record on a spreadsheet made available to teams. The Chief of Course or Competition will present weather forecast at the Team Captains' Meeting.

Data reported: Air temp, snow temp, wind velocity, wind direction, snowfall accumulation, chance of precipitation, humidity.

Locations: Warmest point of course, coldest point of course and stadium area.

Timing: Data will be made available in 1 hour increments from 5:00 until race time for both men's and women's races on all days. Weather forecast and past 24 hour weather data will be recorded.

Portable electronic weather stations can be used as well as a permanent weather station in stadium. The crew on trails should have radio contact with Chief of Weather Service.

4.1.5.1. Extreme Weather Plan

Below are examples of possible weather situations that may occur during an event. Cold temperatures, heavy snow, rain or wind are not uncommon for any organizer. For large events, a good communication with the local weather forecast authorities is important. In the case that some of these extreme weather situations are possible, some of the following precautions should be taken:

Cold temperatures

- where are measurements taken
- what are exact limits
- who makes decisions
- extra blankets for skiers at finish
- indoor facilities for volunteers

Heavy snow

- extra stadium and course volunteers
- extra grooming machines
- extra fore-runners
- timing of grooming
- timing of fore-runners
- interface with Jury
- interface with venue/site management
- interface with transportation

Wind

- extra stadium and course volunteers
- timing of grooming
- methods of attaching banners and securing fences

Rain

- volunteer preparedness (rain-coats)
- extra food and warm clothes
- indoor facilities for volunteers

4.1.6. Snow Contingency Planning

A snow contingency plan must be created well in advance of the event. The plan must consider the possibility of low or no snow, and how much snow is needed for a successful event. The plan should also include how much snow should be made as opposed to being brought in from outside the venue.

The plan should cover:

- optimal and minimum course length for event
- amount of snow needed to cover both situations
- cost of snow production or snow transportation, and distribution
- amount of time needed for snow production or snow transportation
- timeline for when snow production or snow transportation should start
- consideration of using salt (or ammonium nitrate) for creating a firmer snow surface in soft or warm snow conditions
- ecological and environmental considerations and analysis of impact of snow production.

4.2. Tracks

4.2.1. Specifications / Homologation

All FIS Cross-Country competition trails and courses must be certified or homologated. The homologation requirements include such specific elements as categories of hills and their slopes, length, vertical gain and placement along the courses. The detailed requirements and procedures are described in the FIS Cross-Country Homologation Manual. One of the most important requirements is the total vertical gain along the courses, which is a good indication of the physical demand it puts on the skiers. For example, the course for the 50-km race requires a total vertical gain between 1600 – 2000 m. The courses followed by the skiers must be groomed with large snow-machines (often called snow-cats), packing a firm surface at least 4 meters wide for the free technique competitions.

4.2.2. Grooming

Proper grooming for training and competition is among the most important elements of high level Cross-Country events. The goal of any organizer should be to provide Cross-Country courses that are smooth across the surface, such that the whole width of the course can be skied on. To best be able to provide an optimal skiing surface, the important elements to consider for an organizer include summer preparations, grooming equipment and attachments, and proper grooming procedures for all possible weather situations.

4.2.2.1. Grooming for Official Training and Jury Inspection

4.2.2.2. Grooming for official training and Jury inspection should be completed as for race day on approximately the same schedule (according to the competition schedule).

4.2.2.3. Grooming for Ski Testing and Warm-Up

The test areas should be groomed at the same or similar time as those for competition. This means that to provide optimal conditions for the athletes and coaches, the ski test area, the stadium and the courses should be groomed with separate machines at the same time. There must be a detailed schedule prepared by the OC for the testing and training times available to the teams in due course before the event. This information must also be communicated in the Team Captains' Meeting.

4.2.2.4. Grooming for Competition

The specifics for grooming for competition will be decided in a meeting after the final inspection by the Jury. The boundary of responsibility between the teams responsible for the course and the stadium, respectively, has to be defined. Course also includes wax test and warm-up loop. Within the stadium boundary Course will also prepare the stadium tracks and accomplish all mechanical grooming but not Manual Grooming.

A preliminary working map of course routes, controller positions, marshal positions, key fencing, sign positions, and snowmobile access routes has to be developed early on. This will need to be integrated with TV camera positions and sponsor banner placement, and will develop over time. A detailed advanced version of such a map must be made available to the FIS Race Director at least thirty (30) days prior to the event.

Sub-chief positions (under Chief of Course) and volunteer needs and structure are outlined below:

Staff requirements for Mechanical Grooming: Chief of Mechanical Grooming and a crew of 6, including 4 snow cat operators and 2 snowmobile track-setters.

General grooming plan: Two snow cat groomers should be used. This will split up the work load to allow the course, stadium, wax test and warm-up all to be completed at the same time. This will also provide a backup should one machine have mechanical trouble. If possible, two smaller snow cats should be available as backups and work horses.

Machine 1: with quad track-setter set-up. Responsible for course and final pass through stadium for track-setting of start grid. Normal conditions timing x hours grooming time for course. Start time x AM Timing will be adjusted as necessary for conditions and changes in start time.

Machine 2: with option for quad track-setter set-up. Responsible for initial stadium preparation, wax test, warm-up loop and miscellaneous areas. Normal conditions timing: x hours grooming time. Start time x AM timing will be adjusted as necessary for conditions and changes in start time.

Track-setting: Course crew will do all track-setting including stadium start grid for pursuit.

Detailed Pursuit Grooming: Stadium start. Stadium tracks made with snowmobile and track-setter. On course for tracks made with snow cat quad track-setter.

Grooming/rolling of free technique course between men's and women's race may be done if snowing and also considered if not snowing depending upon conditions. Re-grooming of classic technique course should be done if conditions warrant. Forerunners could be used instead of re-grooming.

Detailed Sprint Grooming: Normal snow cat grooming. No tracks. Make as wide as possible. Delay for ½ hour at a time up to a maximum of 4 hours for snow cat grooming if snowing. With only a limited length of time frame between qualifying round and heats snow cat/tilling of sprint course will not be done unless conditions dictate otherwise. Snowmobile and roller grooming can be done between qualifying round and finals right up to start time.

Staff requirements for Manual Grooming: Chief of Manual Grooming and a crew of 6.

This team is used mainly for small problem areas such as course crossing areas, sharp corners, and raking out tracks if needed. One crew member should be available at the wax test area. Contingency plan should be developed for extra 20-30 volunteers if there is low snow and shoveling is needed. This would mainly be done prior to event but could be needed during event as well.

4.2.3. Course Marking, Barricading and Fencing

Staff requirements for Course Marking, Barricading and Fencing: Chief of Course Marking and a crew of 6 (should be consulted in producing maps).

There should be a detailed plan for course markings, barricading and fencing. The final fencing should be done the morning before the race day. Clear km marking signs are needed as well as many other signs related to course (spectator control and routing etc.). There must be a final check of course marking just prior to the race.

V-boards should be used to delineate the edge of the course and function as main lane dividers. The V-boards should be set out using long, marked ropes for straight lines and even spacing of the V-boards. The V-boards are an excellent location for advertisement, especially in the stadium.

The portable fences used inside the stadium should be of light material and easy to move and setup. However, they must be stable and sufficiently solid (no plastic bands). They should also be easy to store in a space efficient way. The height of the fences should be above 1.25 m if the purpose is to stop persons from crossing (or striding over). It is also important to make sure persons can not climb through the fence (use mesh or a banner if needed). Lower fences can be used if the purpose of the fence is to stop athletes from skiing into a certain area (where V-boards would not work).

4.2.4. Access Control / Course Marshals

Staff requirements for Course Marshals: Chief of Course Marshals and a crew of 25 and more, depending on the length of the course.

To keep the course secure from public as well as from non-competing athletes, additional coaches and volunteers, a team of course marshals must be created. A plan of course access points should also be prepared.

Course access by snowmobile is to be considered for TV, course marshals, course controllers, first aid, ski patrol, weather recorders, sponsor banner issues, and possible officials/VIPs. Snowmobile access to trails and access point controlled from central location by one person. Snowmobiles should have trained operators to take people out on trail. There is a possibility of trails being groomed wider for access onto course in certain places.

4.2.5. Technique Controllers

Staff requirements for Technique Control: Chief of Controllers and a crew of 10. The chief and at least three of the crew are required to have formal officials training and be experienced skiers.

In distance races, controllers look for interference, check technique on classic course, have a general presence, record and report DNFs, and report on the last skier. In sprint races, they control for interference, DNFs, and have general presence. They never record bib numbers. Course controllers must wear special vests/bibs for easy recognition and visibility.

Pursuit: Three control points with three people at each point. Positioned in strategic places as determined in course requirements.

Sprint: Two control points.

Controllers will use video cameras for technique and interference. One controller should be observing, a second one filming and the third observing and used as a runner to bring video to Jury room. A system must be in place to record, deliver and review multiple videos before the deadline of 15 minutes after race.

4.2.6. Ski Testing Area

The ski test area should be sufficiently large to accommodate all entered nations and official teams. Each team should ideally have a track or lane available. The optimal slope for a ski test track is between 10–16 % gradient, steepest at the top, and with a flat area to stop at the bottom. A flat platform of snow should be constructed at the top of the slope. It is important that the ski test area is prepared with the same snow, groomed at the same time and with the same equipment as the competition courses.

4.2.7. Warm-Up Courses

Warm up courses for the competing skiers are required as skiers are normally not allowed to warm up on the competition courses. The warm up course should be adjacent to but separate from the competition courses, at least 1km long, and optimally starting from the wax cabin area and ending close to the stadium and start area. The warm-up courses should include hills where the competitors can test the kick wax for classical technique races. It is important that the warm up courses are groomed at the same time and with the same equipment as the competition courses.

4.2.8. Coaches/No-Coaching Zones

The quality and clarity of the TV pictures transmitted from the races is of paramount importance. That is why the TV cameras on the course and stadium must have unobstructed views of the skiers as they pass by. To guarantee this, NO-COACHING zones must be created along the competition areas where TV cameras are used. The location of these must be agreed with the FIS Race Director and the HBC. The OC must place signs adjacent to the course in these places for coaches and team leaders to observe (non-compliance leads to sanctions!). These locations should also be discussed and shown on a map at the Team Captains' Meeting. Extra grooming width will be considered in certain recommended areas for coaches/feeding zones.

4.2.9. Intermediate Time Zones

For the race, intermediate timing point locations along the courses are installed to give timely and accurate information for the live television production, as well as for the stadium announcer. The location and number of these points should be determined in cooperation with the FIS Race Director, OC Chief of Competition/Chief of Course and the event's Broadcast Director. The intermediate time markers will be provided by the FIS/FIS service provider.

4.2.10. First Aid Station Placement

A map must be prepared showing the placement of the first aid stations on the course.

4.2.11. Medical Evacuation Routes

The medical evacuation routes from the course must be carefully planned and shown on a detailed map of the course. The route planning must be accompanied by detailed planning of safety procedures and roles and responsibilities on the course in case of an emergency.

4.3. Competition Control (TD)

4.3.1. Equipment Control Rules

The FIS Equipment control rules in effect at the time will apply and must be enforced.

4.3.2. Timing Methods and Systems

The OC is obliged to use the FIS Data and Timing service (WIGE DATA) in order to:

- guarantee a high technical standard of measuring systems and the evaluation (e.g. for TV, print, FIS live timing, commentator info); and
- assure a consistent identity of the TV graphics and print material.

The details of the services provided by the FIS Data and Timing services provider are specified in the Service Catalogue WIGE/MIC & AGFA. The advertising possibilities for Data & Timing on the course, in the TV insert and on printed advertising documents only belong to the FIS Data and Timing Service.

The data and timing generated from all FIS World Cup competitions is at the disposal of the FIS, OC, NSA and participants for use in their own publications, including websites. The use of data and timing on websites is subject to the conditions laid down in the FIS Internet Policies.

4.3.3. Information Distribution

The following information must be made available in print and electronic form by the OC

List #	Output	Media					Sport				Comments
		Availability	TV Graphics	Press Stands	RTV Commentators,	Media Center	FIS/	Jury	Teams	Officials/VIP	
	Competition Format and Rules	1			C,W	C,W	C,W	C,W	C,W	C,W	
	Course Map and Profile	1	G		C,W	C,W	C,W	C,W	C,W	C,W	
	Training Schedule	1			C,W	C,W	C,W	C,W	C,W	C,W	
	Competition Schedule	1	G		C,W	C,W	C,W	C,W	C,W	C,W	
	Current FIS World Cup Standings	1	G		C,W,I	C,W	C,W	C,W	C,W	C,W	
	Current FIS World Cup Standings (Nations Cup)	1	G		C,W,I	C,W	C,W	C,W	C,W	C,W	
	Number of Entries by NSA	1						C	C		Entry Deadlines (paper or email)
	Competition Officials								C		
	Entry Checklist							C	C		
	Entry Form								C		Paper or email
	Weather	2, 3	G		C	C	C	C	C		
	Start List	2,3	G	C	C,W,I	C,W	C,W	C,W	C,W	C,W	
	Start List (Finals Sprint)	3	G	C	C,W,I	C,W	C,W	C,W	C,W	C,W	
	Lane Assignment (Mass Start/Pursuit)	2	G	C	C,W	C,W	C,W	C,W	C,W	C,W	
	Bib Distribution by NSA	2						C	C		
	Official Communication	1, 2, 3, 4, 5		C	C,W	C,W	C,W	C,W	C,W	C,W	
	Race Progress	3	G	C	WL, I, C	WL	WL	WL, C	WL, C	WL, C	List Final Sprint, in additional heat start list for competition management /Jury
	Unofficial Results	3,4	G		WL, I	WL	WL	CV	WL	WL	Info board CV
	Official Results	4,5, 6	G	C	W, I, C	W, C	W, C	W, C	W, C	W, C	
	Competition Analyses	4, 5			C	C	C	C	C		
	WC Standing after the race	4, 5, 6	G	C	C,W	C,W	C,W	C,W	C,W	C,W	
	Price Money	4			W	C,W	W	W	W	W	
	Biography/old Results	1			C,W	C,W	W	W	W	W	
	Extended Start List	1			C,W	C,W					
	Fact and Figures	1, 2, 3, 4,5, 6			C,W	C,W	W	W	W	W	
	Flash quotes	2, 3, 4			C	C					
	Press Conf. Highlights	5			C	C					

Legend	
D	Display on Board
P	Personal Delivery
C	Print Copy
CV	Print Copy for Verification only
WL	Web distribution (Live ticker)
W	Web distribution (rules, final list etc.)
I	CIS
G	Graphics

Definition Availability	
1	3 months and later, but before the event starts
2	Days before the start of the event (1 - 7 days)
3	During the competition
4	Right after competition
5	At 30' after the competition
6	After 1 h and later

4.3.4. Forerunners

Staff requirements for Forerunners: Chief of Forerunners and a crew of 25.

Forerunners have several purposes including a ceremonial role, last minute course preparation (particularly if snowing), checking the course for problems, and notifying spectators, marshals, controllers and coaches that racers will be coming shortly. All the forerunners should be wearing the same ski suits for uniformity.

Pursuit – Ski start tracks up to 10 minutes before start. Leave stadium 10 minutes before start to ski classic course. If snowing leave behind 4 forerunners to keep skiing start grid. Lead forerunner on course will have radio contact with chief of forerunners to report any problems. Forerunners to ski skating course as well. Start to ski free course just as first competitor 10 minutes before competitors are on free course.

Sprint – Minimal forerunners needed as the courses are very short, they are within the stadium area, and snowmobile grooming can keep the course in good condition. Forerunners ski just before start of qualifying round and heats.

4.4. Jury

As defined in the ICR, the Jury must ensure that the competition is organized and carried out according to the FIS Rules. The responsibilities begin when the Jury is appointed and are ended when protests from the final competition have been decided and the Official Results are produced. The first Jury meeting should be held before the first official training.

The Jury must clarify and decide

- whether a competition shall be postponed, interrupted or cancelled. If the temperature is below -20 ° C, measured at the coldest point of the course, a competition will be postponed or cancelled by the Jury. With difficult weather conditions (e.g., strong wind, high air humidity, heavy snowfall, or high temperature) the Jury may, in consultation with the Team Captains of the participating teams and the doctor responsible for the competition, postpone or cancel the competition
- if "force majeure" was the reason for a competitor's late arrival at the start
- whether late entries may be accepted
- whether protests should be accepted and sanctions or disqualification announced
- whether to apply for sanctions against an athlete or coach
- whether there will be a change of starting order and method of start in special cases
- any questions not covered by FIS Rules

Within the location, especially during the official training and competition times, each voting Jury member is authorized to issue oral reprimands and withdraw the accreditation which is valid for the current event. Decisions of the Jury are made by a majority vote. In the case of a tie, the chairman of the Jury has the casting vote.

4.5. Team Captains' Meetings

The first and perhaps best impression the OC can give to the attending teams and team leaders is at the first Team Captains' meeting. The meeting should be held in a room large enough to seat 2 –3 representatives from each team in addition to the OC, FIS staff and

Jury members. In addition, copy machines and tables should be placed in the back of the room or in an adjacent room for copying start lists and sorting and handing out bibs.

Equipment for visual and acoustic aid should be available, in form of projectors and a sufficient PA system. Critical information should be projected on a screen large enough to be read from the back of the room. In addition, copies of critical information should be provided to each team and refreshments placed in adjoining room, if possible, or in the back. For example, each team should be provided the following on their table:

- a name plate or national flag
- the agenda for the meeting
- the draw groups (or entry list)
- the weather forecast
- the next day's detailed schedule
- minutes of previous meetings (if any)
- course and stadium maps (if new)

The head table should seat the

- Technical Delegate
- All Jury members (including FIS Race Director)
- Chief of Competition

Next to the head table (or to the side) should be made room for the

- Race Secretary
- Chief of Course
- Chief of Stadium

These individuals usually present information at the meeting. The Chief of Competition usually conducts the meeting.

5. Marketing

Viessmann FIS World Cup Cross-Country provides excellent opportunities for international and national companies to associate their respective brands and products to the FIS properties.

This section provides the regulations and guidelines related to the marketing of the World Cup with the aim of implementing effective international and national/local sponsorship programs. The information herein is essential for the realization of a successful business and marketing plan, required to satisfy all partners' needs.

5.1. Common Objectives

FIS and the NSA/OC hosting the World Cup races share some important objectives including:

- grow the commercial value of the sport of Cross-Country skiing;
- achieve the budget goals for a top ski sports event;
- attract large local and international audiences to meet the sponsors' and partners' needs;
- promote attractive values, concepts and principles; and
- generate opportunities for the participating athletes to become professional and well-known stars.

5.2. FIS Advertising Rules

The current "FIS Advertising Rules" are the basis for advertising possibilities in the competition area respectively TV area. The guidelines contain general advertising principles and a precise description of the advertising possibilities for each FIS discipline. The OC assigned to carry out an event by the FIS and their NSA is responsible for the observance of these advertising rules. Objections and complaints can be made to the respective NSA or to the FIS and in case of offences the organizers are fully liable against the FIS Council as well as the respective NSA. In the case of a material difference between the FIS Advertising Rules and this Manual, the information contained herein prevails.

As a general rule, FIS World Cup advertising and marketing must conform to the "FIS Advertising Rules and Guidelines." The advertising and marketing rights for FIS World Cup events belong to the National Ski Association. They can be transferred to the Organizing Committee, the resort or the ski-club. The "FIS Tour de Ski" marketing and advertising rules have priority over FIS Advertising Rules.

5.3. FIS Rights

The FIS has the following rights:

- 100% right to enter into agreements with the title and presenting sponsors of the World Cup Cross-Country. The details are described in the FIS Sponsor Guide.
- 100% of revenues related to licensing of its marks including that of FIS World Cup Cross-Country
- 100% of royalties on any merchandising programs implemented in cooperation with its sponsors

5.4. NSA Rights

The respective NSAs have the following rights:

- 100% rights related to the international TV distribution sales
- 100% rights on their commercial sponsors.

5.5. OC Rights

The rights of the OC depend on the agreements they have with their National Ski Association.

5.6. FIS World Cup Cross-Country Marketing Concept

TBD

5.7. FIS World Cup Official Partners

The FIS concludes a contract with the official FIS World Cup title or presenting sponsor company or with an agency. The FIS World Cup Organizer contract, concluded between

FIS and the National Ski Association/Organizing Committee respectively club, contains all advertising issues to be strictly observed by the parties involved.

5.7.1. Title Sponsor

As specified in the FIS Sponsor Guide

5.7.2. Presenting Sponsor

As specified in the FIS Sponsor Guide

5.7.3. Main Sponsors / Bib Sponsors

As specified in the FIS Sponsor Guide

5.7.4. Start Gate Sponsor

As specified in the FIS Sponsor Guide

5.7.5. Finish Sponsor

As specified in the FIS Sponsor Guide

5.7.6. Timing and Data Sponsors

As specified in the FIS Sponsor Guide

5.8. Use of FIS Marks and Logos

The use of the FIS logo and marks should follow the guidelines established in the FIS Corporate Identity Rules.

5.9. On-Site Sponsor Presence and Branding Opportunities

Please refer to the FIS Advertising Rules and the Sponsor Guide for additional detail on this topic. Overall it should be remembered that the FIS and the OC share the on-site sponsor presence and branding opportunities. The FIS title/presenting sponsors must be guaranteed a dominant position as detailed in the binding guidelines. This section specifies the various Sponsors' visibility at the ski stadium. The OC is required to submit to the FIS Race Director a stadium diagram indicating the banner configurations including the FIS title and presenting sponsors and displaying their respective Sponsors' flags, inflatable displays, scoreboards placement, as well as all other sponsored elements at least thirty (30) days before the event. A sample banner concept to be included here – possibly including “Frequently Asked Questions”.

5.9.1. Responsibility for Banner/Board Production

It is the responsibility of each OC Partner to make available to the OC the banners, boards, logos and other items they are entitled to on the basis of their sponsorship agreement. The FIS/FIS service provider will provide to the OC the banners, boards and other advertising items due to the World Cup title and presenting sponsors.

5.10. Printed Material Branding Opportunities

It is the duty of the OC to implement an effective promotional plan to promote the World Cup at their venue to potential interested target groups and to secure a well-attended stadium for the entire duration of the event. This plan should include items such as the distribution of promotional materials in highly frequented locations including, but not limited to: advertising boards (billboards), airports, shops, sports shops, health clubs, restaurants, bars and hotels, tourist sites and tourism offices, etc.

The following lists some important printed promotional items that could be produced for each World Cup race. The OC should detail its local activities in a local promotional plan that must be submitted to the FIS Race Director a minimum of two (2) months before the event.

The promotional material to be produced at the cost of the OC may include, but not be limited to, the following:

1. Official event program

2. Official event billboard and flyers
3. OC press releases
4. Other printed materials

All printed material must comply with the FIS corporate visual identity guidelines.

5.10.1. Official Local Event Program

The production of an official local event program should comply with the following requirements:

- OC is responsible for the production costs of the official event program which may be sold to the public during the event. The OC may retain 100% of the revenues.
- The official event program must meet the following requirements:
 - The program should be printed bilingual (English/local language).
 - LOC may sell advertising pages and retain 100% of the revenue but these advertising pages must not include products or services that conflict with FIS World Cup sponsors
 - No sports other than ski sports may be depicted in the advertisements.
 - Format of A5 minimum (preferably A4)
 - Contents submitted for approval by FIS Race director at least 45 days before event.
 - Including a message from the OC
 - Including a presentation of the host city/region
 - Including a description of the Viessmann FIS World Cup Cross-Country

5.10.2. Official Event Posters

The OC should print official billboards (extra large posters). Those should comply with the following requirements:

- Comply with FIS corporate visual identity guidelines and prominently display the title and presenting sponsor logos
- Use 4-color printing
- Produce and display a minimum of 500 units

The layout must be submitted to the FIS Race Director for approval at least two (2) months before the event.

The posters should be posted in the host city/region's most prominent locations, including but not limited to bus/train stops, buses/trains, underground stations, etc., free standing billboards on main streets leading towards the venue, highways, etc. at least two (2) weeks before the start of the event.

5.10.3. OC Press Releases

The OC have the right to display their sponsors' logos, along with the FIS World Cup sponsors' logos, on all press releases.

5.10.4. Other Printed Materials

Any additional printed materials produced by the OC and OC partners and suppliers must feature the official World Cup sponsors' logos. Outdoor, media and online advertising should form a part of the promotional campaign by all sponsors. A copy of all OC advertising materials must also be submitted to the FIS Race Director for approval and reference.

5.11. Electronic Branding Opportunities

5.11.1. TV and Radio Broadcasting Branding Opportunities

Television is an outstanding tool for promoting and publicizing a sport. The NSA/OC is encouraged to meet with their Host TV Broadcasters (HBC) in order to develop promotional programs, to maximize the number of spectators, raise viewer interest and increase sponsor awareness. In turn, HBC should always consider the possibility to integrate media packages with sponsors.

The FIS World Cup Title and Presenting Sponsors should have a first right of refusal to buy commercial advertising air-time from Host Broadcasters at each WC event. Even in case of a refusal, the exclusivity of their product categories should be respected before, during and after the broadcast.

The TV graphics should leverage the World Cup visual in order to provide a common look to information such as the race results, top athlete's profiles, weather conditions, etc.

5.11.2. OC Internet Site

The OC is asked to develop and maintain an Internet site to promote their event. The OC is responsible for creating and maintaining content on the OC's Internet site. Possible other guidelines to be added.

5.12. On-site Hospitality

Today's sporting events require the provision of an increased number of opportunities for people willing to enjoy the event while benefiting from high-quality catering, participating in side activities, and/or taking pleasure in having a seat in the VIP Zone. Such a program is vital to attract international, national and local authorities, politicians, business representatives, celebrities, and sponsors' clients.

5.12.1. Local Press Conferences

The OCs may organize local press conferences prior to or during the World Cup events in coordination with the FIS Media and PR Coordinator Cross-Country.

5.13. World Cup Merchandising

It is the decision of the FIS to produce or license any official FIS World Cup merchandising.

5.14. Event Staff Uniforms

Depending on available resources, OC may decide to produce staff uniforms for its staff. The advertising on these items should be provided to the FIS Race Director for review at least thirty (30) days before planned production.

5.15. Other Marketing Opportunities

Additional promotional and branding opportunities can be proposed and developed by the OC and submitted to the FIS Office for approval.

6. Press and Media

The press- and media service organized by the Organizing Committee must conform to the FIS PR and media regulations, elaborated in cooperation between AIPS Nordic, the FIS PR and Media Committee and the FIS Marketing and Communications Management.

6.1. Organization/Personnel

6.1.1. FIS Media and PR Coordinator Cross-Country

The OC's Chief of Press and the OC Chief of Photographer will be supported by the FIS World Cup Media Coordinator, who is nominated by the FIS and assists with general services in regard to PR, information, Media service, winner press conference etc. on behalf of the FIS.

The organizers must provide good working conditions for the FIS PR& Media Coordinator. The OC must consider his proposals. **Furthermore it has to pay his expenses for accommodation, meals, travel and eventual fees for visa.** Prior to his travel the FIS PR& Media Coordinator must contact the organizer regarding the travel arrangements.

Each FIS World Cup Organizer must, before the beginning of winter, inform his national News Agency in time and make sure that, immediately after the World Cup competition the result list or at least the World Cup point ranks will be distributed by this agency.

The FIS Media and PR Coordinator Cross-Country is responsible for the overall management and coordination of media work before and during the World Cup events. S/he oversees the pre-event media operations at OC level and collaborates with them on-site.

As a rule of thumb, s/he is responsible for international media operations, communications and publications, and for coordinating the work of OC Director of Media in terms of regional/national media operations and communications before the event. The OC Director of Media is responsible for OC media services/installations etc., and for managing the operational media work on site at the venue (media centre, communications, Mixed Zone, other services).

S/He is also responsible for the organization and coordination of the winner's press conference after competitions. In addition, the FIS Media and PR Coordinator Cross-Country distributes a short competition summary containing the most important facts about the race, some statistics (such as attendance figures) and quotes from the top three athletes to e-mail the list managed by the FIS Timing and Data service and to the FIS Webmaster immediately after the press conference.

Furthermore, the FIS Media and PR Coordinator Cross-Country takes care of distributing, electronically and in hard copy, results and World Cup standings immediately after each event. Electronic distribution to the news agencies will be done on the basis of the above mentioned e-mail list.

6.1.2. OC Director of Media

The OC assigns, at least four (4) months in advance of the event, a Director of Media who must be familiar with Cross-Country skiing and the modern requirements of the international and national media. The OC Director of Media should be able to communicate in English in addition to the local language.

S/he shall be assisted by the FIS Media and PR Coordinator Cross-Country, in cooperation with the FIS Marketing & Communication Director. The OC Director of Media is a member of the OC and s/he is responsible for all press and media matters and installations. In consultation with other representatives of the OC such as those responsible for transport services, race organization, accommodation etc., the OC Director of Media prepares all measures within these fields for media representatives.

6.1.3. OC Chief of Photographers

The OC/OC Director of Media shall hire a professional ski photographer, ideally a representative of an international press agency, as the OC Chief of Photographers, who, in collaboration with the FIS Media and PR Coordinator Cross-Country will identify good photographers' positions before the event (preferably during the summer/fall inspection visit).

The following entails an edited excerpt from the existing FIS Media Guidelines:

6.2. Media Center

6.2.1. Objectives

The media center should:

- conform to the international standards for high level sporting events' media services, and comply with the needs of the different media;
- provide working spaces according to the number of registered journalists and facilities of up-to-date technical standard; and
- be strictly reserved for accredited media representatives.

6.2.2. Infrastructure

At a minimum, the media center should include the following infrastructure:

- *Reception:* To welcome accredited media representatives, distribute basic documentation.
- *Info:* To prepare basic documentation (previous results, data about course, weather forecast etc.), including info board and pigeon holes for up-to-date starting and results lists as well as for general information distribution. Note: Mark carefully and keep up-to-date.
- *Media working room:* Exclusively for accredited print, TV and radio journalists. As a rule of thumb approx. 75 per cent of the total number of accredited journalists needs a working space.
- *Working section for photographers:* The photographers (bulky equipment!) need, if possible, a separate room or a sectioned off part of the media working room. Ensure that there is no mutual obstruction.
- *Working spaces:* Each working space should include a table (approx. 1.5 x 1 m), chair, power outlet and good lighting as well as a transmitting connection (LAN/WLAN). Telecom companies offer special technical equipment per working place or complete tables with preinstalled connections (differences between countries). It is advisable to plan two places for one photographer (bulky equipment).
- *Interview room:* Everything must be done to provide a separate room for winner interviews. It must be equipped with a well functioning PA system and a sufficient number of microphones (athletes and anchorman), as well as wireless microphones for the attendees. The athletes' tables and chairs on a podium (depending on size of the room) should be planned so that they can sit and eat (drinks from closed beverage containers, fruit, sandwiches etc.). Display result lists and World Cup/prize money standings. The media representatives should receive updated biographies of the top three athletes (to prevent questions about age, family etc.).
- *Internet and writing terminals:* A sufficient number of publicly accessible Internet and writing terminals (with the usual text processing programs) must be installed (at least three). If WLAN is available, the number of Internet stations can be reduced. At least one of the Internet terminals has to be connected to a printer.
- *Non-Smoking:* Clearly designated smoking areas should be located outside the media center.
- *Further facilities/services:*
 - Beamer, overhead projectors and video players for media conferences.
 - One or two publicly available fax machines
 - At least two efficient copying machines or printers to copy unofficial result lists and short-term information must be available. They should be in a separate room. Ideally a copying service for media representatives.
 - A sufficient number of TV monitors (with teletext) in the media room to follow live broadcasts. Moreover the official data service on separate monitors should be provided.
 - Sufficiently large, secure lockers should be available to store equipment temporarily.

- Different newspapers shall be available at the media center (domestic and foreign). On a pin board a selection of articles from the press and the Internet could be posted.

6.2.3. Opening Hours

The media center shall open at least one day before the first race takes place. Daily opening hours: at least four hours prior to the competition until six hours after the competition (approximately 8 a.m. to 11 p.m.). On the last event day, the service shall be provided until each media representative has finished their work under normal circumstances (no premature cleaning action...)

6.2.4. Technical Support

At least one IT and/or telecommunications technician shall be assigned by the OC to assist journalists in case of problems during the media center opening hours. Ensure that enough technical material such as connectors, plugs, adapters, cords etc. are available

6.2.5. Media Conferences

As rapidly as possible after the end of the competition (depending on the distance to the media center; 60 minutes max) the top three athletes must be available for an international media conference.

The OC Director of Media is responsible for the organization and the transport of the athletes to the media center. The media conference is typically presented by the FIS Media and PR Coordinator Cross-Country, possibly with support from the OC Director of Media. An interpreter (German/English/athlete language) or capacity for translation must be available

6.2.6. Food & Beverages

In the media center, accredited media shall be provided (for free or reasonably priced) with non-alcoholic drinks (mineral water, soft drinks), coffee, soup, sandwiches, sausages, cheese, 2 to 3 different types of pastry and warm snacks (pasta etc.) and fruit, changing from day to day. If no catering service or cafeteria can be arranged in the media center or in its immediate vicinity, the media should be advised where they can receive refreshments for a special price.

6.2.7. Access Control

A professional entry control should ensure that only accredited media representatives and officials are allowed in the media working room. Guided by a representative of the OC media team, coaches and athletes may be allowed in for interviews and media conferences.

6.2.8. Sub Media Center

Unless the media center is located in the immediate vicinity of the competition sites, a sub media center with a responsible chief must be planned. Only print and picture agencies, large newspapers with early deadlines and, if space suffices, private radio stations shall be offered a working space.

Infrastructure and service shall be the same as in the media center, only limited in number and size.

Make sure that starting, result and FIS World Cup point lists are also available to non-users of the sub media center. If possible, limited beverage and food service shall be provided.

6.2.9. Fees

The OC is not allowed to charge any fees for the use of media provisions (e.g. media center). High-speed network access (LAN/WLAN) should also be provided free of charge or for a nominal price.

Costs for installations, adaptations etc. shall be paid by the OC. Special requests (separate connections etc.) can be invoiced to the agency/media representative separately.

6.2.10. Mobile Phone Net

The cell phone coverage must be sufficiently strong in the media center as well as at the stadium and the sub media center. If necessary, the telecom provider must make tests and take the necessary measures to improve coverage (e.g. placement of additional antennas, amplifiers etc.).

6.2.11. Communiqués / Flash Quotes / Media Service

Communiqués (injuries, postponements, number of spectators etc.) as well as flash quotes from the top 3 are edited by the FIS Media and PR Coordinator Cross-Country and distributed electronically on the event Internet site as well as sent to the e-mail list managed by WIGE-Data. This information should also be available in print in the media center and in the sub media center.

6.3. Radio and TV

6.3.1. General

The service provided to radio and TV media during the World Cup is specified in the "FIS regulations - TV Co-operation" and the FIS TV Standards. Please also see the chapters on Technical Organization and TV Broadcasting in this Manual.

6.3.2. Commentator Cabins

Depending on contractual agreements with the HBC and other rights holders, spacious, heated commentator cabins must be available with a good view over the competition site (start, finish and podium) and with sufficient space for the installation of devices (TV sets, data monitor, Internet connection and commentator unit), notebooks and documentation for work. Aside from the TV set, a data monitor must be installed. The TV direction must continuously be provided with information about current events via head-phone/radio communications.

6.3.3. Information Distribution

The OC Director of Media has to see to it that radio and TV commentators (in commentator cabins and in the Mixed Zone) are supplied with current information on a regular basis, and that they are immediately supplied with results, including unofficial ones.

6.3.4. Mixed Zone

The design of the Mixed Zone must enable the TV and radio reporters to make interviews with all the athletes during live broadcasts. The space allocation and procedure must follow the existing standards, i.e. host broadcaster, other rights holders, ENG/non right holders, Print 1 & 2. The details of the design of the Mixed Zone and related areas should ideally be discussed and finalized during the inspection visit by the FIS Media and PR Coordinator Cross-Country in the presence of a representative of the HBC.

The announcer may also do interviews in the Cool Down Zone, in agreement with the host broadcaster. Ideally the interview with the winner is broadcast over the PA system for everyone, including the media, to hear. Furthermore the interviews with the TV stations can be used to produce flash quotes for the print media. This way especially agencies and newspapers with early deadlines can be offered a faster service.

6.3.4.1. Host Broadcaster (HBC)

The host broadcaster is the TV station producing the live broadcasting signal, typically also the main rights holder.

6.3.4.2. Other Rights Holders

The other rights holders include TV stations that possess the right to the live signal and/or live interview positions in the Mixed Zone. The order of the boxes assigned to the various other rights holders is decided in cooperation between the FIS and the HBC. The OC must ensure that the boxes are clearly sectioned off and easy to enter. They should be, on average, about 2.5 m wide and 2-3 m long.

6.3.4.3. ENG/Non-right Holders

This group includes those TV stations possessing only the right to an EB/ENG camera. Their staff can include up to three individuals (interviewer, cameraman, sound technician).

Radio stations with the right to radio broadcasting can be represented by one person only. The size of this sector depends on the number of media representatives present. In large events there can be up to 10 TV stations in this area, in smaller events only a couple.

6.3.4.4. Print 1 (Agencies / Large Newspapers)

Agencies include national main news agencies as well as international news agencies. Large newspapers are defined to include those with national and international significance. In large events, the main local paper (potentially as a local media sponsor) is also included in this category. The size of the area reserved to the Print 1 media depends on the number of accredited journalists.

6.3.4.5. Print 2 (Other Media)

This category includes all other newspapers and all online news services as well as radios without rights to radio broadcasting, such as private radios. The size of the area reserved to the Print 2 media depends on the number of accredited journalists and it may, if needed and the number of participating media representatives allows, be combined with Print 1.

6.3.5. Special Media Zone

In consultation with the HBC, a so called special media zone adjacent to the TV interview positions may be planned. The allocation of the special accreditations is done by the OC Director of Media together with the FIS Media and PR Coordinator Cross-Country and FIS Marketing and Communications Director.

6.3.6. Radio Communications

There must be a direct radio connection between the producing TV station/TV Direction and the FIS Race Director so that decisions of the Jury can be reacted to. There must also be a direct radio connection amongst the FIS Race Director/Chief of Competition, OC Chief of Competition, FIS Media and PR Coordinator Cross-Country and OC Director of Media so that important information can be quickly transmitted to the Mixed Zone.

6.4. Media Documentation

The following documents shall be handed out at the reception/info desk in the Media Center as they offer valuable assistance for the work of the media.

6.4.1. FIS Media Guide

The FIS Media Guide (print or Internet) with facts & figures & extended biographies of the most important athletes, a FIS Info Guide with the most important information about the Cross-Country sport regulations and FIS Officials.

6.4.2. Lists of Participants

Containing team captains, trainers, athletes (with name, first name, date of birth, profession, place of residence, club, racing equipment).

6.4.3. Accommodation List

Hotel details (including name, address, phone and fax numbers and e-mail address) of the teams and important officials.

6.4.4. Phone List

All important numbers of the venue and OC staff as well as emergency and technical service numbers.

6.4.5. Maps

Of competition sites, course profiles, athletes area as well as the Mixed Zone.

6.4.6. Result Lists

Of the previous competition, last World Cup event, important results of the past 3 years.

6.4.7. FIS World Cup Standings

Before and after the event (individual, nation), plus a prize money list.

6.5. Ski Stadiums / Competition Sites

6.5.1. Start

Special corridors for the HBC are needed at the start / warm-up area, a so-called Contact Zone, to enable coverage of preparation of athletes and their start in such a way that athletes will not be disturbed.

6.5.2. Photo Platforms

In Cross-Country events, the following positions for photographers are very important and, therefore, special care must be taken to plan the respective sectors, stands, etc.

Start

Photographers shall be enabled to shoot pictures from the front-side, approximately 5 to 10 m before the start line, if possible a bit shifted laterally.

Course

In interesting spots along the course, i.e. climbs and down-hills, special sectors shall be reserved for photographers planned in consultation with them. Depending on the course further sectors shall be available near the main stand, so that photographers may change their positions on foot.

Finish

In Cross-Country, one of the most important positions is the in-run to the finish. Therefore, it is essential that, depending on light conditions, a photographers' stand/corridors shall be planned laterally and at the end of the finish with approximately 5 to 7 steps. The other side shall be reserved for live cameras and the finish area personnel.

At the end of the competition, a possibility for the photographers to take a provisional winner photo in the finish area, or a winner presentation shall be organized.

The platform shall be shaped the same way as the classic winner's podium or consist of three round stands of different height with a diameter of 1,5 m each, covered with a carpet to prevent athletes from slipping with their wet boots. Athletes should be able to turn in all directions, thus enabling all photographers and camera people to take pictures of them.

6.5.3. Wireless LAN in the Stadium

In order to comply with the modern needs of the photographers, it is recommended to install a hot spot in the stadium for wireless LAN data transfer, especially if the media center is far away from the venue.

6.6. Accommodation

The OC or an organization (tourist office etc.) appointed by it, shall reserve reasonably priced hotel accommodation for the accredited media representatives. Various categories for the requested number of days shall be offered.

Attention shall be paid to special requests. Single rooms with phone/data connections and TV are preferable. Prices must conform to the standard of the quarter and the usual price level.

Accommodation lists shall be prepared to enable quick registration, or arriving journalists should receive a confirmation of their hotel reservation in advance.

6.7. Local Transportation

If the competition sites are not in the immediate vicinity of the media center, a shuttle service must be organized. This would be also desirable if the distance between hotel/accommodation and media center exceeds a short walking distance.

6.8. Media Accreditation

6.8.1. OC Accreditation

Please refer to the section on Accreditation in this Manual.

6.8.2. FIS Season Accreditation

Although the FIS issues season accreditations for professional journalists who regularly participate at WC events, a registration by the media representatives with the OC is required to coordinate working spaces, accommodation needs and transportation. All OCs will receive a list of all season accreditations issued by the FIS.

7. TV Broadcasting Guidelines

The following represents specific guidelines for the TV broadcasting production of the FIS World Cup Cross-Country. They are binding in addition to the current FIS TV Production Guidelines for the World Cup and World Championships.

7.1. General TV Production Philosophy for the FIS World Cup Cross-Country

Through successful rule changes, FIS Cross-Country has become an attractive spectator sport. Cross-Country today is not only entertaining but extremely exciting. The recent TV ratings confirm this strategy.

TV also plays a key role in the marketing concept for the World Cup. The respective host broadcasters (HBC) are responsible for high-quality TV production in close collaboration with the OC and the FIS Race Director.

The different courses will have varying requirements for infrastructure and equipment. However, the latest technology should be leveraged to relay the excitement of the event: a number of standard positions on camera platforms for more than one camera, special camera systems such as the cable camera, the rail camera system, camera cranes, Ski-Doo's, wireless transmission techniques, steadicams, pole-cams, hand cameras and a helicopter/zeppelin camera.

All in all, the goal is to transmit, in picture and in sound, not only the rivalry and the facts but also the exciting intrinsic details of the sport of Cross-Country skiing.

7.2. OC meeting/ TV Inspection

A minimum of 3 months prior to the event, the OC must arrange to meet with the FIS Race Director and the HBC to discuss the organization of TV Broadcasting, to determine camera positions and the height of the platforms as well as to identify any special requirements for exceptional TV layouts, start intervals etc.

7.3. TV Production Costs

Responsibility for carrying the costs of TV production including the construction of TV platforms is determined by the currently effective agreements for TV rights held by the respective NSAs and any agreements between the OCs and their NSAs.

7.4. FIS Advertising Rules

Together with this Manual, the current FIS Advertising Rules and the FIS Sponsor Guide provide the basis for advertising possibilities in the competition area/TV area at each venue. They are binding on the OC for the organization of the World Cup events.

7.4.1. Compliance Check

The OC together with the HBC and any marketing agency must clear a final check by the FIS Race Director twenty-four (24) hours before the competitions. This refers especially to camera positions, the installation of advertising spaces and special advertising elements, e.g. inflatables, in the competition area.

7.4.2. Lighting Installation

The OCs organizing evening/night events are required to provide lighting for the complete competition area as well as for the areas significant for the TV transmission. Those areas must be lit with at least 1000 Lux. A rehearsal with the HBC has to be conducted in advance of the competition.

7.4.3. TV Graphics

Under the auspices of the FIS, special WC TV graphics may be designed for data/timing info inserts. These designs shall be made available to the TV stations to be inserted in their TV transmissions.

7.5. TV Production of FIS World Cup Cross-Country

7.5.1. Camera Configuration

7.5.1.1. Stadium

In each stadium, a wide-angle shot should be positioned so that the stadium as such is marked and distances can be determined clearly through a top shot. In many stadiums the course is wide enough for the use of a ski-doo.

At the finish line, a photo-finish camera for the first positions is essential. One overview camera and at least two close settings are warranted here; for the winner, the second and third placed.

7.5.1.2. Course

The total number of cameras should be flexible. Most often, the stadium should be the focus and covered with a fixed number of cameras. Cameras on the course will have to be placed so as to reserve the possibility to respond to the dynamics of the respective race; often certain sections are not covered and important things for the competition take place without live coverage. As a result, the course should be covered to the extent possible. If full coverage is not possible, sections (unimportant and agreed with the FIS Race Director can be left without cameras and for this transmission gap, and a fill concept must be provided (graphics, slow-motion, start replays, overhauls, crashes, etc.)

The filming areas by the intermediate time points should present the viewer different techniques of skiing. A clear, over and over repeated cutting pattern at the timing point should enable the viewer make his estimations of the athletes ranking. For an optimal production, 3 cameras have to be positioned per intermediate time:

- one camera recording the athlete while approaching the intermediate time;
- one camera showing the overview settings of the intermediate time; and
- one camera showing the close-up of the athlete approaching the intermediate time. This camera must pivot.

At races with mass start one ski-doo should be used. The position should be selected so that one installation can be used on both the outward and return journeys.

To provide an overall view to the spectators, it is necessary to show the course/trace. This should be done by a wide angle shot (section of the course – important by long courses if different sections are shown). To best demonstrate the dynamics of the sport, the use of a crane camera is recommended.

A super-slow-motion camera should be used for the overall course. That camera will generate pictures to be used to fill sections of the course not covered with a live camera.

7.5.2. Camera Configurations

7.5.2.1. Start Area

Camera 1

On a platform approx. 30 meters after the start, lens with wide focal distance

Camera 2

On a platform approx. 100 meters after the start, lens with wide focal distance

Camera 3 (portable)

Approx. 1 meter after the start, wide-angle lens

Camera 4 (portable)

Behind the start line (for preparations of the athletes)

7.5.2.2. Finish Area

Cameras 1 and 2 (also as super slow-motion)

On a platform in the so called „Head-on Position“, lens with wide focal distance

Camera 3 (portable)

Behind the finish line with wide-angle lens

Camera 4

On a platform approx. 100 meters before the finish line in a 90° angle to the course, lens with wide focal distance.

Camera 5 Photo finish (unmanned)

Fix installed on the finish line (remote-camera)

Camera 6 (speed cam)

On rails approx. 100 meters long parallel to the finish, with wide-angle lens. This camera technique should be used at big events with several competitions.

7.5.2.3. **Special**

For the transmission of the signal from the course, the fixed camera positions depend on the topography and usually 2 ski-doo's with steady cams and wireless technique are required. For a lap of 1K, 2-3 cameras are necessary, at intermediate time measurements ideally 3 cameras.

At pursuit competitions, the changing zone must be installed so that the actions can be recorded through the start and/or finish cameras.

At "hill climb competitions" 3-4 skidoos are advantageous, as is the case in an individual start competition.

The main coverage of each passing point should be concentrated on the athletes approach to the passing point, not after. Coverage after passing points and close-ups shall show the viewer characteristics of the venue and the spectators.

The HBC shall establish the production plan working closely with the FIS Race Director, the TD and the OC. The production plan must include:

- Broadcasting obligation
- If CC Committee and Race Director recognize a TV quality problem, the HBC has to accept and pay the costs for a TV supervisor. The rules of compensation are as follow:
 - Per day: CHF
 - Incl. Expenses CHF
- early decision on camera positions in the stadium and along the course;
- agreement on arrangements for protection of filming angles. The OC should place guards to keep these angles clear. Also the fencing and the access of the public to the filming area must be determined and controlled;
- venue drawings before rigging and signed by all parties concerned;
- placement of advertising boards in compliance with the contractual obligations;
- a pre-timing system exclusively for the host-broadcaster, 400 - 600 m before each official passing point and finish line. The timing company is responsible for cabling, testing and full data support to the HBC's production unit;
- definition, together with the timing company, of the passing points and pre-timing points. These points must be marked properly within shooting range of the main camera at the intermediate time point. The system should be carefully tested before the start of the events;
- decision of the best possible positions for the commentators, enabling them to see the start, finish, the last 200 m before finish, passing point, scoreboard, Mixed Zone and the winner's presentation/award ceremony. Each box shall be equipped with an updated CIS of the FIS partner;
- agreement with the OC on the pre-cabling needed for a sufficient spotter system. (A head spotter and five spotters are the minimum, three works along the course, and two in the stadium);
- if lighting is needed, the placement of platforms supporting the lamps must be decided;
- agreement on the cabling with OC; and
- agreement between TV, FIS and OC on the final schedule of events, in order to concede to the host-broadcaster enough time to reposition the cameras between two successive events.

If an organizer is awarded a World Cup event, then they should have a contract with a TV broadcaster that has an endorsed lay-out of the different distances. FIS appointed TV-representative must sanction this lay-out. In addition, further basic criteria that must be conformed to include:

1. A responsible director presents his/her philosophy for TV coverage.
2. Positioning of the cameras in the venue and on the race course.
3. Positioning of pre-time and passing points.
4. Positioning of spotters
5. The director's support during transmission:
 - a) Head spotter
 - b) Director's assistant in the production unit.
6. Cooperation with the timing company.
 - a) Coordination of all times (start, intermediate and finishing times)
 - b) Availability of screens and passing points.
 - c) CIS systems for the commentators
7. Outline of the mixed zone.

Test race must be scheduled with everyone involved the day before the World Cup event.

7.6. Special Advice Relating to Individual Start Races

7.6.1. Staggered Starts: Short Distances (10K Women, 15K Men)

Stadium: 8 cameras

Positions must enable the TV director to cover simultaneous activities. During the race starts, lapping and crossings of the finish line occur at the same time. To get an optimal use of stadium cameras, it is sometimes necessary to adjust the layout of a venue to achieve better coverage.

Course: 3 (5) cameras

At least one intermediate time point must be set up at a reasonable distance (2.3-2.7K at 5K women and 5.0-6.0K at 10K men). It is advisable to add, for 10K men, an early timing point at 1.8-2.0K. For the direction it is important that these cameras are placed near the main direction unit.

7.6.2. Staggered Starts: Medium and Long Distances (15K Women, 30K Men)

Stadium: 8 cameras

As for Short Distances

Course: 6 cameras

The "Red Group" (30 start numbers) is cue of 15 minutes. This means that a timing point should be established every 5 to 6 km. Thus the minimum numbers of timing points would be: 15 km women 2, 30 km women 4 and 50 km men 6.

To avoid dull repetition of too few timing points, at least (in addition to the stadium) two different filming areas on the course should be established. As for short distances, it is preferable to have an early timing point at 1.8 – 2.0 km on the first lap

Preferable loops for these events are:

10 km women:	2 x 5 km
15 km men:	1 x 5 km + 1 x 10 km
15 km women:	1 x 15 km or 10 km + 5 km or 2 x 7.5 km
30 km men:	3 x 10 km or 2 x 15 km

In sum, depending on the racing distance, a minimum number of cameras in the individual start events is 12 – 14.

7.6.3. Pursuits and Mass Starts

In these events the advisable length of the racing track would be 5 km. For mass starts (15 km women and 30 km men), a 5 km loop might be too short due to rapidly increasing time differences.

Stadium

A minimum of 8 cameras, two of these preferably wireless.

Course

When moving 2 cameras from the stadium to the course, it should be possible to cover the 5 km track with 10 cameras.

In sum, 16 cameras are the practical minimum to cover any combinations of FIS World Cup events.

Cooperation with the company providing the onscreen timing and graphics is crucial. The keyboard operators must understand the language used in the production. Close working relationship between producer, head spotter, vision mixer and VTR replay coordinator is vital in any transmission of Cross-Country events. Because the keyboard operators are part of this circuit, they should, as fluent speakers of the local language, be able to react quickly to all situations.

7.6.4. Sprint

To be defined. Please note that the sprint prologue is not intended to be televised.

8. Event Production

8.1. General guidelines

Whether we like it or not, a sport is a “product”, which when delivered with good “packaging” adds value and becomes “saleable” to spectators, media, and sponsors. People attending an event judge the product by a range of criteria that transcends the sport itself, such as the event format, personality of the athletes, amount of “dead time” between the starts and finishes, entertainment value and many more. A good event turns into a great event based on its ability to maintain the right balance between the sporting performances, show, amount of education/information, and entertainment. All these elements are essential to meet the high expectations of today’s public.

The FIS World Cup Cross-Country hopes to promote a dynamic and appealing image of Cross-Country skiing through the event. The OCs are encouraged to organize side events (with the participation of special guests, athletes, officials, the media, sponsors, etc.), and to conduct PR activities to stimulate local public interest for the event. Well-organized side events can attract important media coverage, as well as extend the scope of the event beyond the actual competitions. They serve as an attractive magnet that allows the public to come in closer contact with the sport. Side events should also be included in the local VIP packages.

The following activities could be considered if applicable to local context:

- Pre-sale of tickets locally, regionally and nationally;
- Cultural events;
- Cross-country ski clinics;
- Local school children’s participation in the races as spectators;
- National promotion of the event by the Host Broadcaster before its start for the benefit of all;
- «Meet the Stars» autograph signing sessions with selected athletes possibly in cooperation with local radio stations (with printed cards in postcard format for this purpose); and
- OC hospitality events for local VIP’s and special guests

The event production should be designed to develop a specific atmosphere and a look & feel that creates excitement for on-site spectators as well as for television viewers. The following guidelines detail various production elements that help the OC to deliver a first class event; good production draws more people, sponsors, and commercial interest!

8.2. Key Production Elements

The production job is difficult as many elements remain outside the traditional, technical scope of the event and it therefore mostly needs expertise from outside the “traditional” volunteers. Significant effort must be allocated to ensure that an Event Production Plan is appropriately developed and executed. The preparations and the timeline up to the event are the key elements for reaching the goal. Elements that make up an effective Event Production Plan include:

8.2.1. Venue Production

Venue production is the overall coordination of the venue to make the area suited for the audience and the visitors, as well as for teams, athletes, media and organizers. This includes the daily program at the venue – from opening the gates until closing them. It also includes putting everything together and presenting it in an entertaining way.

Normally this work is lead by the venue producer who is in charge of the coordination. S/he works with the announcers, video boards, scoreboards, race organizers, timekeeping system, artists, ceremonies, etc...

The producer puts together the daily program and leads (sometimes together with the main announcer) the preparations in the months and weeks before the event. This includes a mix of pre-produced material, live performances and sport competitions. Added to this are the ceremonies.

The venue producer for a World Cup event should be one with at least experience from OWG, WCS or several World Cup races of good standard. The OC must present the name of the venue producer to the FIS Race Director at least 6 months before the event and will be approved.

The venue producer shall lead a meeting at the site of the event at least 2-3 months prior to the race date. At this meeting the following persons normally must take part:

- Chief of competition
- Chief of stadium
- Organizers contact person for venue production-team
- Responsible for sound
- All announcers
- Chief of ceremonies
- Video board responsible (not always necessary)
- Chief of out-of-sport-programs

Before the meeting the OC must present a plan for:

- How the venue production is placed in the organization map
- The budget for the venue production
- The sound design of the venue(s)
- The rough plan and thoughts for the daily program(s)

These inputs should at least be given to the FIS Race Director, the venue producer and the main announcer.

This meeting should discuss and control the following issues:

- The sound system and design for the venue(s)
- The video board(s) and scoreboard(s)
- The working space and technical facilities
- The communications
- The accreditations and logistics
- The inputs for the daily program
- The lay out of the venue
- The marketing of the event from an out-of-sport point of view
- The teambuilding and the players on the team
- The timeline up to the date(s) of the event

After the meeting the venue producer will give a more detailed schedule of the event to the OC, the production team and the FIS Race Director.

The hired members of the venue production must all have standard contracts that ensure their agreed terms of employment. Several members of the venue production team will also need an "ALL ZONES" not limited accreditation. This will at least be the venue producer, the announcers, the technicians and some others.

The team should gather for a rehearsal the day before. At least all technical equipment must be tested under overview of the venue producer.

8.2.1.1. Venue Production Team

The team typically includes a venue producer, an announcer, and a field announcer. Additional players can be a local announcer, one or more assistant producer, own camera crew, editing people for video and sound, spotters and pre-warning, computer-operators, artists, floor managers and a lot of others.

The venue production team requires the following:

The perfect rig is smaller loudspeakers spread around the stadium, supported by powerful sub-basses. Then the sound will be nicely spread around the stadium, and the sound will be clear and even wherever one stands and walks on the venue. This takes good planning, skilled staff and good equipment.

Only one big rig will play too loud just where it stands, and too low for those standing far away from it. Only small speakers will not give the power and fidelity that is desired and wanted for a FIS World Cup event.

Therefore, this suggestion for **MINIMUM** requirements has been put together:

Venue

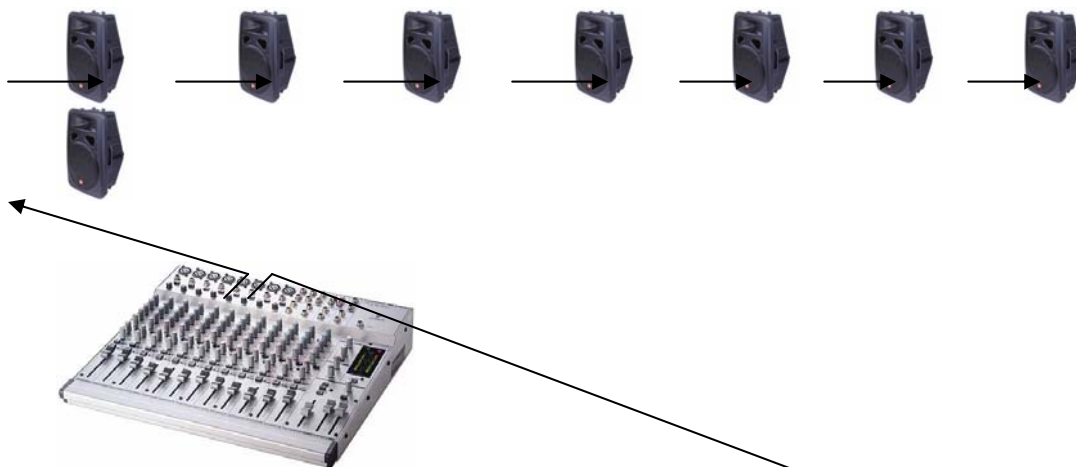
- There should be no more than 10 meters between the loudspeakers.
- They must cover the entire stadium with good and even sound.
- This is also important for the area of the ceremonies!
- The loudspeakers should be mounted with at least 15" speakers. Powered speakers with separate volume (as JBL EON or Behringer B300) are complete and non-expensive systems that can be linked together to cover any venue.
- If speakers smaller than 15" are used, they need to be backed up with sub-basses. At least 1 sub-bass for every 4 small speaker.

Speakers Room

- The sound mixer should take at least 4 microphone signals and 6 line signals, and must be situated in reach for the venue producer.
- 2 headset microphones with on/off button for the speakers in the speakers room
- 1 extra handheld microphone in the speakers room for interviews
- 2 high quality wireless microphones
- 2 audio monitors in the speakers room with volume control for fold back listening
- At least one skilled technician who is present all the time must handle the complete system.
- The system must be up and running the day before the first competition!

Suggestions

JBL EON 15" active two-way linked loudspeakers



BEHRINGER B300 15" active two-way linked loudspeakers



- 6-8 intercoms with separate frequencies for giving orders regarding the arena production. These can be normal Walkie-talkies.
- CD player on stage: best with short access time, possibly also cassette player if required for sponsors' messages etc

- CIS screens and two PCs are required on the stage for displaying times and overall standings etc. Two persons will also be required with the necessary hardware and software skills to man these computers.
- One person responsible for all **ceremonies**. This person will not be required to speak but must be familiar with all the routines regarding the ceremonies. The speaker will go through this with all the staff involved in the arena production prior to each race.
- Details of any special **local culture program** or special celebrities who will be attending the event should be notified to the speaker team as soon as possible and at least one month before the race. This must be as detailed as possible so that it can be included in the arena schedule for the event.

8.2.2. Announcer

The announcer plays a vital role as a crowd animator and mood-setter. He should be an expert in the sport of Cross-Country skiing with an ability to relay the excitement of the competition to the crowd, particularly during the “dead time” between starts and finishes. It is his job to educate the crowd on the key elements of the sport and focus their attention on the race developments. He should also feed them with interesting and entertaining information and anecdotes about the sport and athletes. The announcer must rely on his/her personal style to animate the crowd. By being both enthusiastic and knowledgeable, the announcer acts as an effective bridge between the action and the spectators.

The OC should hire a multi-lingual announcer, as well as possibly a local contact/assistant (spotter) whose task it is to provide local information, details and other assistance to the announcer. The OC Director of Media and the FIS Media and PR Coordinator Cross-Country must ensure that the announcer has a good supply of background material. The announcer should be equipped with latest athlete information and up-to-date statistics in “bullet list form” for ease of use.

The World Cup structure of the announcers:

8.2.2.1. The Main Announcer

This must be a multilingual announcer with experience from OWG or WSC races or several World Cup-races of a high quality. The name of this person should be given to the FIS Race Director at least 6 months before the event and will be approved

The main announcer will also be the head of the announcers and the **responsible for the teams building** and the presentation of the race(s). He/she will work closely with the venue producer both during the preparations and during the event.

The main announcer is responsible for the preparation of information to the venue production team in issues related to the competition(s).

8.2.2.2. Local Announcer

The OC must hire a local announcer who speaks the language of the home country if this is requested by the main announcer or the venue producer. The main announcer or the venue producer will normally give the OC recommended names.

8.2.2.3. Field Talent

This is the announcer(s) on the inner field who is leading the warming up of the audience, the out-of-sport program and other elements not directly related to the competitions. The main announcer and the venue producer will also here give the OC some recommended names and they will find the right persons together with the OC.

8.2.3. Music

Music is another vital ingredient in setting the mood and animating the crowd. It can be used to generate anticipation, suspense, excitement, and celebration and the Event Production Plan must take this element into consideration. It is the task of the OC, together with the announcer, to provide music that can be used during the production.

8.2.4. Entertainment

Live entertainment can generate bigger crowds particularly in locations where Cross-Country skiing is not one of the main sports (e.g. cities). Dance groups are useful at the stadium, but other animators such as mascots, jugglers, clowns, and other entertainers can mingle in the crowd to retain and enhance the atmosphere. It is the task of the OC to organize local entertainers for the event.

8.2.5. Giant Screen

The Giant Screen should be used to present information about athletes, race developments, FIS and OC sponsors and suppliers. The Giant Screen could also be used to conduct Trivia contests (e.g. via SMS = Revenue opportunity!) & sing-along and to display WC statistics, course graphics and athlete profiles among other things.

8.2.6. Production Team

Good production is the work of a team. A typical team includes a local event producer (Promotional Director), the Announcer and a local assistant/spotter (whose job is to sit with the announcer to make sure he stays with the planned script).

Other team members could include a stadium manager/local announcer; music operator, who plays music on cue from the script and a Giant Screen operator.

8.3. Local Promotion

Local promotional publications play a key role in maximizing spectator interest, entertainment value and medial appeal. Such publications should form an important part of the OC's marketing communications plan. For additional details, please refer to section 7.12.

8.4. Protocols

8.4.1. Official Opening Ceremony

May or may be organized depending on the OC situation.

8.4.2. Flower Ceremony/Winner's Presentation

The Flower Ceremony will be executed immediately after each race finish. It will follow a standardized ritual by 1-2 designees of the OC and a host/ess as follows:

- Introduction with the FIS Fanfare
- Flower Ceremony / Award Ceremony
- Ranking of the day 1-6 (6th-5th-4th-3rd-2nd-1st), followed by a photo session
- Handing over of the World Cup leader bib

The WC rules regarding presence in Flower Ceremony and prize money apply.

8.4.3. Official Award Ceremony

The WC rules regarding presence in Flower Ceremony and prize money apply to the official award ceremony as well.

8.4.4. Prize Money

As determined in the World Cup rules.

9. Specific Regulations and Miscellaneous

9.1. Cancellation

As per the ICR, the factors to be considered for the cancellation of a competition are: temperature, weather conditions, snow conditions and course conditions.

If a decision to cancel a competition is taken at least 6 days before the date of the original competition, the OC must immediately inform the NSAs. This decision can only be made by the OC in consultation with the TD and the FIS Race Director.

A short notice cancellation is made six or fewer days before the date of the competition. However, a competition cannot be cancelled less than three hours before the scheduled start time except for the competitors' and officials' safety. The cancellation decision shall be made by the Jury.

9.2. Postponement/Substitution

As in ICR.

9.3. OC Liability Insurance

As per the ICR, the OC must take out liability insurance for all members of the Organizing Committee. The FIS shall provide its employees and appointed officials, who are not members of the Organizing Committee (e.g. equipment controller, medical supervisor, etc.), with liability insurance when they are acting on behalf of the FIS.

The OC must also possess liability insurance with coverage of at least CHF 3 millions.