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We Are Basketball

FOREWORD

STRUCTURING

BUILDING

PLAYING

PROMOTING



IT'S NOT ONLY PLAYERS WHO NEED TO IMPROVE

Just like them, who relentlessly work on improving their skills and knowledge of the game, all of us working “behind the scenes” need to constantly improve our own administrative and management skills. The document you are holding in your hands has been developed to assist each National Federation in achieving the highest goals possible.

This new FIBA National Federations Manual is the result of the work of a range of international experts in many fields and it will provide advice and guidelines in four separate, yet inter-related, sections:

1. Structuring
2. Building
3. Playing
4. Promoting

The manual must be kept alive and it will evolve regularly to fit as closely as possible with the constant evolution of modern basketball.

We want to make a difference for basketball everyday. We can't do this without a well organized membership and so this manual was created for all of you who want to make a difference for our sport in your country.

Because we have an obligation to provide the best possible conditions for our players, coaches, referees and fans in every single country.

Because we want to constantly develop our sport around the world.

Because we are basketball.

Patrick Baumann
FIBA Secretary General





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NATIONAL FEDERATION MANUAL

Welcome to the FIBA National Federations Manual. The objective of this document is to assist you in the everyday operations of your national organisation, by giving you some concrete hints on the many areas you need to be taken care of. It doesn't matter if your federation is just starting up or if it has been existing for 100 years: there is something for everyone here.

To make it easy to use, this manual is made of four main sections:

1. STRUCTURING

From developing your own Constitution to the financial management of your organization, this section provides you with all the necessary background information you need to get started or to be organized the right way, from strategic planning to the building of new facilities.

2. BUILDING

After having laid the foundations of your organization in section 1, this section talks about growing our sport in your country. From Mini Basketball to National programmes and the medical challenges that they imply, this section provides you with useful hints.

3. PLAYING

You have laid the foundations and you are enjoying growth. Now let's play! With this section you are in the field of play, and you can learn about competitions, scouting, coaching and much more. Because this is what Basketball is all about: the pleasure of playing.

4. PROMOTING

What we all want to do is keep on playing. To achieve this requires some knowledge about how to market our sport it in the right way. This is what this chapter talks about: how to grow our revenues to keep the ball rolling.

We did not want to create one dull, boring Manual that would dust on a shelf. Should you have comments or real cases to bring to our attention, do not hesitate to do so. This tool is a user-friendly 'how-to' document that can become your best co-pilot in your everyday operations. So make it yours, use what is suitable to your environment, and bring your organisation to the next level. And most importantly, have fun doing it!

Pogobuk Zoran

Zoran Radovic
FIBA Development Manager





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STRUCTURING



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**FROM DEVELOPING YOUR OWN CONSTITUTION
TO THE FINANCIAL MANAGEMENT OF YOUR
ORGANISATION, THIS SECTION PROVIDES YOU
WITH ALL THE NECESSARY BACKGROUND
INFORMATION YOU NEED TO GET STARTED THE
RIGHT WAY, FROM STRATEGIC PLANNING TO
THE BUILDING OF NEW FACILITIES.**





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STRUCTURING

1

1.1 CONSTITUTION



WHY YOU SHOULD READ THIS CHAPTER?

The Constitution is the Backbone of Your Organization

A constitution is more than a written document that stays on the shelf. Reading this chapter, you will understand how a well thought through constitutional document can assist you in the day to day governance of your federation.

The constitution is a document that describes the fundamental laws and outlines the basic principles by which the National Federation is organized and governed.

All parties involved in the federation can and should refer to this constitution. It provides the platform from which you will grow, and will help to ensure that this growth is in the right direction.

This chapter highlights the basic components of a constitution, and most importantly, tells you why each part is significant and valuable.



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1. Introduction

The formal creation and process of establishing the National Federation (NF) starts from the Constitution. The Constitution of the National Federation is a written document to serve basketball, containing the fundamental laws or bye laws and outlining the basic principles by which the National Federation is organized and governed.

The Constitution has to be established in a manner permitted by the legal provisions of the country. It serves basketball and not vice versa. This has to be the priority in creating structure to govern basket-

The constitution serves basketball and this has to be the priority in creating the right way to govern basketball.

ball in the country. The Constitution should not be drafted with just the legal requirements in mind, without taking into consideration the situation on the ground, the interest of all members, the interest of basketball and the position of the sport of basketball in the country.

The Constitution serves as a tool for the NF to remain stable, withstand hardship and possible problems, and is used to bring together members and combine them in their best possible interest. The Constitution has to bring consistency, credibility and order to the basketball environment in the country.

The Constitution should be based on a 4 year term (mandate) in line with FIBA's calendar (in line with the FIBA World Championships/elections every four years).

2. Purpose

The text of the Constitution of the National Federation should include the following objectives:

- To develop a governance structure capable of delivering services necessary to achieve all the objectives set out in the Constitution.
- To encourage, develop, organize and promote the sport of basketball throughout the country, bringing order, credibility and consistency.
- To ensure that the sport of basketball is valuable to society and promotes ethical principles in all aspects of the game.
- To defend the moral and material interest of basketball in an appropriate manner.
- To maintain political and religious neutrality and not to tolerate any form of discrimination, racial or otherwise.
- To serve as a link to encourage an exchange of information, experience and activities and to be prepared to respond to all basketball related queries.
- To organize itself in such a manner as to acquire legal status, to have an official name and a registered office.
- To register its logo, flag, common seal and the names of the persons who will be the representatives of the National Federation (usually the President and/or the Secretary General/Chief Executive Officer).
- To represent the sport of basketball before its members, the National Olympic Committee, National Sports Confederation, National Sports Council, Public and Governmental authorities, other National Federations and FIBA.



- To set up and maintain the lines of communications between its members, clubs, decentralized bodies (coaches association, players association, referees association etc), community, non-governmental and governmental institutions and FIBA.
- To establish a financial policy and generate adequate financial resources in order to develop basketball within a balanced financial budget.
- To set up a unified and comprehensive competition structure for all categories within the country.
- To generate the necessary resources to realize programs for national teams, which represent the country at various international competitions.
- To regulate and approve national and international transfers of players in compliance with FIBA regulations.
- To establish internal transfer and eligibility regulations in the best interest of basketball.
- To develop and provide sports competitions, camps, seminars, conferences, courses, clinics, examinations, development programs, events, campaigns, and other promotional activities for its members.
- To ensure the work of the National Federation is public, and regularly update its members about its activities, through direct contacts, regular meetings, press conferences, web pages, bulletins, public statements, written press, radio and TV.
- To provide a mechanism to resolve all disputes, guaranteeing the right of defense and impartiality (fairness).
- To establish all technical regulations related to basketball.
- To establish a membership (certification/registry/licensing) program and to ensure that each member holds a valid, current membership card/license and decide the type and amount of membership fees for all the members.
- To ensure that all National Federation activities are exclusive to licensed/registered members only.
- To promote and develop the standard of coaching, refereeing and basketball administration.
- To encourage the provision of appropriate facilities for basketball and keep record of them.



3. Membership

The key question which usually arises is who are the constitutional members of the National Federations and how delegates for the supreme authority (General Assembly/Congress) are elected.

In practice, constitutional members could be school, local, area, regional, provincial or state associations based on the basketball membership criteria. Constitutional members could represent the same constituents but based on the political division of the country. Constitutional members could be teams, clubs, leagues, the players association, the coaches association, the referees association.



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Constitutional members could be appointed directly by the government of the country (or highest sport authority of the country).

There are different ways to create an appropriate constitution where a delegate system is the most appropriate and mirrors the real situation on the ground.

1. One way is to select team/club as a basic entity of basketball and link them with the youth competition structure or with the political division of the country.
 - I. For example, the most practical way in big countries like USA, Australia, China, Russia, India, Germany, France, Spain, Brazil, Canada, Iran, Argentina, South Africa, Japan, Italy (regional/provincial/state associations) would be to link the constitutional organization and election system through the political divisions of the country.
 - II. In smaller countries the National Federation could have a youth competition structure based on the regional/provincial/state division and these artificially created administrative entities could be the basis for the election process.
 - III. In some countries (due to various reasons) the political division of the country does not fit basketball operations. In such cases the National Federation should find the best solution to run youth competitions (regional/provincial structure), link it to the development programs (camps, coaches, referees and administrators clinics) and then, by creating those administrative/competition organizational entities, define the election process.
 - IV. In some countries teams/clubs could be direct constitutional entities (members/affiliates) of the National Federation.
2. Another way is to take provincial/regional or state association as a basic entity of basketball in the country.
 - I. If this is the case, the key question is; who is the supreme authority for basketball in the country, provincial/regional or state association or National Federation. Usually provincial/regional or state associations take all responsibilities of the National Basketball Federations; the risk of conflicts of interest is huge and jeopardizes the general interest of basketball.
 - II. In such a case, local associations or teams/clubs also constitute provincial/regional or state associations and in both cases the basic entity for a basketball structure is the team or the club (called local association in some countries). The problem comes from the sport administrators (often volunteers, in some cases part time paid administrators and in rare cases full time employees) who pretend to be "small" bosses in their territory.

Any administrative structure (volunteer or professional) at provincial/regional or state level has to be responsible to the NBF headquarters (Secretary General/Chief Executive Officers) and must be under its jurisdiction. Otherwise parallel centers of power are created which should be avoided.

4. Voting Rights

In all the cases described above, the delegates with voting rights come through the state, region/province, area or local association delegate system (from teams/clubs). In such a case the key question is whether all teams/clubs should have the same voting rights.



Definitely this should not be the case, simply because some teams/clubs are better organized, have a better management, more financial resources, more members, a bigger number of selections and play in a higher level of competition than other teams/clubs which might have a lesser number of teams, or only recreational basketball, etc.

The most common dispute in countries with organized high level competitions arises from inadequate representation of high level clubs in the decision making bodies. The cause is an election process where each team/club has the same voting power. This places the most advanced teams/clubs in an inappropriate position. In many countries those high level clubs organize parallel decision making body in the form of a league and this creates a huge problem to the National Federation and basketball in general.

This should be avoided by enabling the strongest (biggest, with the highest number of members or selections) teams/clubs to have more votes than for example teams/clubs from the lowest division, teams/clubs with only youth selections or teams/clubs with only women's selections. A formula should be created where the strongest teams/clubs have enough votes, so that they have a strong say in the decision making bodies. With regular participation in the decision making bodies, conflicts between high level teams/clubs and other basketball entities would be reduced and the number of parallel centres of power would be limited.

1. With respect to voting rights, the strongest teams/clubs (highest division teams/clubs) could have (for example) 16 votes, women's highest division teams/clubs and second men's division teams/clubs 8 votes, junior teams/clubs 4 votes etc.
2. Another way of creating the formula is according to the number of players in the team/club. For example, teams/clubs with 50 players would have 1 vote, with 51 to 100 players 2 votes, with 101 to 150 players 3 votes etc.
3. Another possibility exists and this is to give voting rights to the competition structure. For example highest division 8 votes, second level of competition 4 votes, third 2 votes, junior level 1 vote, cadet level 0,5 votes etc.

In general, teams/clubs, as the main entities of basketball should have a strong say in the decision making process, but at the same time, teams/clubs should not think only of their own interests, because this would jeopardize the general interest of basketball. In all cases there is a need for balance and the strongest teams/clubs have to be aware of that fact. Teams/clubs have to be aware that winning formula is a mixture of team/club and national team basketball. The right mix is the best interest of basketball in the country.

There is a need for balance and the strongest teams/clubs have to be aware of that fact.

The showcase for this is the most successful league in the world (NBA), which has the best social and solidarity principles. The centralized TV and marketing rights, salary cap, luxury tax, draft system (last team chooses first), shared income, collective bargaining agreement, unified legal structure, central merchandising, and state or city help when building new arenas, all help to make the NBA the most successful league in the world. Team decisions are based on the best interest of the league in general, not on the owners' interest. This should be the guideline for all teams/clubs worldwide.



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In the countries where members of the NF are directly appointed by the Government (or only President is appointed and he elects his team) the key question is what if this person does not have an interest for basketball, if he is there just because of political reasons, if there is a conflict of interest, if he is damaging basketball, if he does not care about the progress of basketball etc. How will the Government have day to day control of the NF operations and to whom is this person accountable.

1. One solution is to have governmental representatives as members of the Executive Board/Management Committee in order to have a clear picture what is going on and how all affairs are managed. This is useful because in almost every country the Government funds around 30% of NF activities and in some cases much more.
2. Another solution is the pro-active participation of the members and their regular involvement in all basketball affairs. This would limit the mistakes and wrong decisions which could occur.

In some countries the school association, coaches association, referees association or players association could be constitutional members of the National Federation.



In countries where schools are responsible for youth basketball it is a must to have the school association as a constitutional member of the National Federation. They have to be involved, simply because they run the competitions, organize practice time, make available players for youth national teams, school teachers are usually coaches of the teams, referees are appointed for the game etc.

Coach, referee and player associations should not be the constitutional members of the NF, but they have to be within the NF and to have delegates in all decision making-bodies.

For example, in the General Assembly/Congress each of those associations should have 2 (by way of example) votes, or 15% of all votes are reserved for the representatives of coaches, referees and players. Those associations also could be recognized as Associate Members (organizations that participate in the education of the sporting sector, are recognized by the Executive Board/Management Committee, have administrative competences, financial stability etc). Coach, referee, and player associations should contribute to the objectives and values of the NF.

National Federations could have members without voting rights. Examples could be the Patron, Honorary or Life Members. Of course each player, coach, referee, sport administrator, trainer, doctor, etc should have a membership/license card of the National Federation and all of them should exercise their rights through their professional association.

5. General Assembly/Congress

The Constitution of the NF must specify the exact composition of the General Assembly/Congress of the NF and the allocation of the votes, because in case of a dispute this is going to be the only valid document.



The General Assembly/Congress should be the highest authority of the NF and should hold sovereign powers within its terms of office. All objectives mentioned at the beginning of the document are the responsibilities of the General Assembly/Congress of the NF and the General Assembly/Congress also has the right

- To adopt, modify and change the constitution.
- To elect Executive Board/Management Committee members, the President and the Treasurer.
- To examine, review and approve all reports (in particular reports of the Executive Board/Management Committee).
- To approve the accounts and the balance sheet, and to vote on the budget of the NF.
- To adopt internal regulations.
- To designate the auditor.
- To take a vote of no confidence in the Executive Board/Management Committee.
- To grant titles of Patron, Honorary and Life Members.
- To exclude officials or members.
- To dissolve the NF.

The General Assembly/Congress should meet once a year (after the end of the financial year). The financial year should be the calendar year. The General Assembly/Congress should have the right to legislate

Members shall choose representatives to hold office within the Governing Body by democratic elections.

basketball in the country. This power is fundamentally vested in the members of the NF and exercised by them directly or indirectly through a system of representation. The NF should publish (officially announce) the number and identity of the officers of the General Assembly/Congress, their biographical information, dates of election or re-election and date on which their current term will end, voting procedure and number of elected officers.

biographical information, dates of election or re-election and date on which their current term will end, voting procedure and number of elected officers.

The General Assembly/Congress should not have a large number of persons in order to be efficient and to have adequate level of organizational efficiency. The members shall choose representatives to hold office within the governing body by democratic elections. Membership should be strictly personal. Representation by proxy should not be permitted. The NF should make all reasonable efforts to promote elections and maximize voter participation. The process by which elections are conducted, should be fair and reflect the views of those allowed to vote. Block voting should be avoided.

In cases of re-election, candidates should give an account of the contribution made to the governing body and sport during their previous term. This is useful in order to avoid so called "politically appointed" officers. After elections, voting levels and the votes cast for each candidate should be promptly and widely communicated.

6. Special General Assembly/Congress

The General Assembly/Congress could also meet for a Special/Extraordinary General Assembly/ Congress, if necessary. It could be convened upon the request of the Executive Board/Management Committee or a certain percentage of the members with voting rights (for example 25% of members with voting rights).



In the case of Special/Extraordinary General Assembly/Congress, the items included on the agenda shall be specified in the request for such a session. Only matters that fall within the powers of the General Assembly/Congress shall be placed on the agenda. The Special/Extraordinary General Assembly/Congress should be convened in the same manner as the ordinary General Assembly/Congress and within 21 days after receipt of the request for the meeting.

7. Quorum at General Assembly/Congress and at Special General Assembly/Congress

The Quorum (minimum number of voting members present in order to be able to pass a resolution) at the General Assembly/Congress should be an absolute majority (50% plus one vote). Decisions should be taken by a majority of votes of members present (so a minimum 25% of all members plus one vote is required for any decision). For certain essential decisions, (for example for a change of the constitution, the system of competition, transfer and eligibility of players and in case of dissolution of the NF) an absolute majority (minimum 50% plus one vote of all members) is necessary. This must be specified in the constitution. If a Special General Assembly/Congress is convened, the quorum rule remains the same as for the General Assembly/Congress.

8. Executive Board/Management Committee

The General Assembly/Congress elects the members of the Executive Board/Management Committee which is the governing body of the NF. It manages affairs and put in action, between sessions of the General Assembly/Congress, all the decisions made at the General Assembly/ Congress. Members of the Executive Board/Management Committee should not be members of the General Assembly/Congress in order to be responsible and accountable to the highest Governing Body for basketball in the country. Where the same people are members of both bodies, the question is, to whom they are responsible and how they will be replaced if their work is unsatisfactory.

Members of the Executive Board/Management Committee should not be members of the General Assembly/Congress to prevent redundancy and internal conflicts.

The composition of the Executive Board/Management Committee should be the same as the General Assembly/Congress, which means that all levels of sport must be represented in this decision making body (teams/clubs, both men and women, coaches, referees and players). One representative of coaches, referees and players should be members of the Executive Board/Management Committee (15% of number of members should be reserved for the representatives of coaches, referees and players).

The Executive Board/Management Committee must be active and undertake its own activities/projects to benefit basketball.

All duties and powers of the Executive Board/Management Committee are similar to the objectives of the NF. In addition they have the right and obligation:

- To supervise and give directions in basketball affairs, in its best interest, between sessions of the General Assembly/Congress.
- To implement and manage the policies, decisions and conclusions of the General Assembly/Congress.



- To manage the international policy of the NF.
- To accept or reject applications for membership.
- To appoint the Chief Executive Officer/Secretary General and enter into a contract with them relating to their services and duties.
- To appoint selectors, coaches and managers of national teams and selections.
- To nominate representatives of the NF in various governmental, non governmental and sports bodies.
- To decide the Competition Calendar.
- To determine the financial policy and approve the budget prepared by the Treasurer.
- To control the overall financial management of the NF and to report to the General Assembly/Congress.
- To present activity reports.
- To decide appeals in the first instance.
- To adopt and modify the bye-laws, internal regulations and other necessary provisions.
- To delegate some of the powers to specialized committees or associations.
- To approve the regulations of specialized committees or associations.
- To carry out all activities which are not within the jurisdiction of the General Assembly/Congress.

The Executive Board/Management Committee should not be composed of too many people (seven to eleven maximum) in order to be efficient and to react in a timely manner. It is in the interest of the NF that persons in the Executive Board/Management Committee are of a high quality and understand good governance. It is wrong to give titles or positions to persons who will not contribute to the sport. This will jeopardize the progress of basketball and damage the image of the NF.

If a member of the Executive Board/Management Committee fails to attend three consecutive meetings of the Board/Committee without adequate explanation, he/she should be dismissed from the Executive Board/Management Committee. If such a case occurs, the President or executive shall have the right to appoint a new member of the Executive Board/Management Committee until the next General Assembly/Congress.

The Executive Board/Management Committee should be composed by maximum eleven people in order to be efficient and to react in a timely manner.

The term of office of the members of the Executive Board/Management Committee should be the same as the term of the office of the members of the General Assembly/Congress (four years).

In the interest of continuity and in order to avoid having to elect all members at the same time, some members could be elected for a two-year term and some for a four-year term. This will create overlap and there would always be some members who have been in office for some time. In any case, no member should be elected and serve as an officer more than two four-year terms.



9. Quorum at Executive Board/Management Committee

The Quorum at the Executive Board/Management Committee meetings should be the absolute majority (50% plus one vote) and decisions should be taken also by absolute majority of votes of the members of the Executive Board/Management Committee. For example, if six out of eleven members of the Board/Committee are present at the meeting, then all six have to vote for any decision. This has to be specified. The reason for this, is to avoid that essential decisions are made by only three members of the Executive Board/Management Committee. In the case of a tied vote, the President has a casting vote. Vote by proxy should not be permitted. It is recommended that the Executive Board/Management Committee should meet once a month.

10. Meetings

The Constitution should stipulated that the organization shall be run along democratic lines. The basis of this type of organization is the meeting, where discussion takes place and decisions are made. Members are normally notified of the meeting by means of a “Notice of Meeting” and this notice should also indicate the items to be discussed at the meeting i.e. the Agenda.

The items and their order that are often considered for an agenda are:

1. Call to order/Attendance
2. Minutes of the Previous Meeting

The minutes of the previous meeting must be ratified by the meeting as a correct version of events. Any amendments must be agreed, the minutes in the minutes book amended and a note of the amendments made in the minutes of the present meeting.
3. Business Arising

Any matters arising from the minutes of the previous meeting can be raised at this point in the proceedings. Any actions taken arising from decisions made at the previous meeting should be reported.
4. Treasurer’s Report

To receive a report from the Treasurer.
5. Secretary’s Report

To receive a report from the Secretary, including approval of correspondence sent out between meetings.
6. Business

Identification of the matters to be discussed. If any papers relating to the item are enclosed with the agenda they should be marked (“Item X”) so as to relate to a particular agenda item.
7. Other Business

This is when other items, not listed on the agenda, can be raised, usually at the discretion of the Chair.
8. Date of Next Meeting



If the committee does not have preset dates for its meetings (e.g. the first Monday in each month) it is important to ask members when it will be convenient to hold the next meeting. This can often avoid inconvenience and poor attendance.

9. Adjournment

Meetings must be properly conducted and therefore “rules of order” should be applied. This is very important where contentious issues are being discussed, or in large meetings.

In smaller, friendly meetings, a less formal procedure can prevail. At any Annual or Executive meeting, the chair shall be taken by the President of the association or, in his absence, by the Vice-president or Secretary. In the absence of all these persons, the attendees shall elect a chairperson for the meeting. The chairperson shall be the sole interpreter of the “rules of order” subject to the right of any delegate to challenge a ruling, as provided for under the “rules of order”. The chairperson may address the meeting from the chair:

- in order to explain or administer these orders
- to answer a question on a point of fact
- to act as a spokesperson for the executive committee

When the chairperson wishes to speak, any other person speaking shall allow him to do so. Delegates wishing to speak shall identify this interest to the chair, usually by raising their hand. The chairperson shall decide right of priority in speaking. No speaker shall be allowed to take unreasonable time in speaking. Delegates should speak only once on the same motion except with the express permission of the meeting or:

- to answer questions on a report
- as indicated by the “rules of order”

No delegate shall use offensive or abusive language in the meeting. In the event of someone doing so, the chair shall ask them to withdraw the remark. If the individual fails to comply with this request, they shall be required to withdraw.

Tips for Good Meetings

1. Have a definite reason for every meeting.
2. Question every item on the agenda before calling the meeting. Could the items be handled just as well without a meeting?
3. Limit attendance at meetings to those concerned with the topics on the agenda. The larger the crowd, the more discussion and the longer the meeting.
4. Be sure participants know the purpose of the meeting in time to prepare for it. Have them bring relevant material with them.
5. Choose a meeting place that eliminates interruptions and services and provides a pleasant, comfortable atmosphere.
6. Plan ahead for all equipment that will be needed in the meeting room, such as flip charts, projector, screen, chalk board, chalk, markers, pencils, paper, tape recorder, enough chairs, and so forth. It’s wise to have an extra projector bulb.
7. Arrange tables and chairs so that all participants can see each other.



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8. Pay attention to effective conduct of the meeting.
9. Begin on time regardless of late arrivals. Discourage tardiness by having the minutes of the meeting show not only those present and those absent, but also those arriving late.
10. Set a time limit for each topic on the agenda and stick to it.
11. Have the recorder sit where the faces of all participants are visible.

Minutes of Meetings

1. Minutes of meetings are important documents and as such, should be taken seriously:
 - if the proper procedures are followed they are an authenticated record of the proceeding
 - they form the basis for any actions arising from decisions taken at the meeting
 - they are important points of reference for an organization
 - they form an important historical and archival record of the organization
2. Minutes of meetings should include:
 - the heading, which includes the date, place and title of the organization and committee
 - list of those present
 - list of those who have apologized for not being able to attend
 - ratification of previous minutes with any amendments properly recorded matters arising
 - the items discussed in the order they were discussed
 - date of next meeting
 - an action column
3. There are many styles of writing minutes:
 - a) in some only the briefest outline of the subject matter is included together with the decisions taken
 - b) other writers like to include all that was said almost verbatim

The problem with a) is that if the minutes are referred to some time later, there is often insufficient detail to allow proper recall of the proceedings. The problem with b) is that it is difficult to record accurately what was said. To summarize a person's reported speech can lead to inaccuracies. There is a compromise between a) and b) which is adopted by many organizations.
4. Note taking
It is very important that all members take their own notes on each important item discussed.
5. Review by the Chairperson of Meeting
If time allows, it is efficient and courteous to let the person who chaired the meeting have sight of the draft minutes in order to approve them prior to circulation.
6. Circulation Register
If the minutes are circulated, the secretary must make a register of those persons who are entitled to receive them, and ensure that they do receive them.
7. Attendance Register



At meetings, a register should be circulated to those present for them to sign indicating their presence at the meeting.

11. The President

The General Assembly/Congress elects the President who should preside over the General Assembly/Congress, but at the same time is responsible to the General Assembly/Congress. The President should be also a member of the Executive Board/Management Committee and preside over its meetings. This gives the President more power, but also more responsibilities. The President also should:

- Take care of the general affairs of the Federation.
- Supervise the proper functioning of the Federation.
- Ensure that all decisions are properly carried out.
- Represent the National Federation in public.
- In case of a tied vote at the meetings, the President shall have a casting vote.

12. The Treasurer

The General Assembly elects the Treasurer of the National Federation and he/she should have the following responsibilities:

- To control the financial administration of the NF.
- To supervise the current account of income and expenditure.
- To examine the periodic financial reports prepared by the NF secretariat.
- To draw up the four year budget together with the NF secretariat.
- To ensure the proper implementation of the budget.
- To present the complete statements of accounts to the General Assembly/Congress.

13. Conflict of Interest

From time to time, there is controversy in basketball, as in other professions and activities in life, concerning conflict of interest. Organizations should have policies on this matter, to govern the conduct of employees, officers and members of the organization. Conflicts of interest, if they occur, could seriously damage your National Federation. An example of a conflict of interest Policy appears below.

14. Draft Conflict of Interest Policy

Members and employees of an organization will permit no influence which could conflict with the best interest of the organization or prejudice the organization's reputation. Disclosure in writing is required for anyone employed by, performing services for or with a financial interest in any business enterprise doing business with or seeking to do business with the organization.

Members and employees will not, without prior approval:



- a) Engage in any business, transaction, financial interest or personal action which:
 - is incompatible, interferes or appears to interfere with the duties and responsibilities of their position
 - is detrimental to the purpose of the organization’s work
 - provides the person with an advantage or appearance of advantage
 - derived from association with the organization
- b) Place themselves or their relatives in a position where they may profit, gain or in any way benefit from special favors or special consideration by virtue of employment with the organization
- c) Place themselves in a position where they are under obligation to any person or organization who might benefit from special favor, consideration or preferential treatment on their part
- d) Accord any preferential treatment to relatives or friends in the performance of official duties, or to organizations in which friends or relative have an interest, financial or otherwise
- e) Place themselves in a position where they could derive any direct or indirect benefit or interest from any contracts or services about which the employee can influence decisions
- f) Benefit in any way from the use of information acquired during the course of official duties and which is not generally available to the public
- g) Use property, equipment, supplies, services or any material of consequence for activities of a personal nature not associated with the discharge of official duties
- h) Accept gifts, hospitality or entertainment that could reasonably be construed as being given for favor, special consideration or anticipation or recognition of special consideration.

Whenever an employee considers that they could be involved in a conflict of interest as described in this policy, the employee will inform their supervisor or designate, and will abide by the advice given.

Contravention of these principles of conduct and/or engaging in a conflict of interest may be considered as cause for disciplinary action, including dismissal.

15. Appeals

The Constitution must ensure that a procedure exists for resolving disputes and differences among members. Such procedure should include internal and external appeals or access to arbitration or a combination of both. The appeals procedure should be fair, transparent, accessible, efficient and fast. The NF should not do anything to prevent any party from seeking any remedy that might be

The appeals procedure should be fair, transparent, accessible, efficient and fast.

available under national or international law. All NFs should include in their constitution that the provision of the General Statutes and the Internal Regulations of FIBA as well as the decision of the Appeals Commission and the Court of Arbitration for Sports in Lausanne are legally binding for the

NFs themselves, and its members. Persons engaged in the appeals procedure should not have any interest in the outcome of any dispute.



16. Keep in Mind

Each member or committee or body of the NF should have clearly defined responsibilities and reporting lines. There is a need to have a clear demarcation line between the members and the various bodies and to avoid any conflict of interest.

Each member of the basketball in the country must know that winning is about performance and that the performance of each individual is the key to the success of the organization. The NF must operate in a democratic way with a legislative, an executive and a juridical authority for basketball in the country.



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1.2 PLANNING STRATEGY



WHY YOU SHOULD READ THIS CHAPTER?

Your Strategy is the Reflection of Your Basketball Dreams

Mission, vision, goals, objectives. These words are often used when discussing strategy. But let's take a step back and look at the fundamentals of what creates a good strategy.

Strategy is how you put your dream into words. Ask yourself these three questions: Where are we now? Where do we want to be? How do we get there?

The answer to this last question is your strategy. But to successfully answer this question you must first answer find out where you stand today.

When identifying where you want to be you should not be scared to be a little creative. What is your dream?

Think about it. A powerful and well communicated dream can have a tremendous motivational effect for all staff in your organization.

This dream, however, must be achievable and measurable. If your strategy is good enough, you will achieve it. When this dream is achieved you are ready to face your new challenge — a new dream.



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1. Introduction

The starting point for developing a plan is to define as precisely as possible where you are today, where you want to be tomorrow and how you want to get there. Add to that the values and principles that must be followed, and then determine practical solutions for the many questions that must be answered. A simple way to keep the stages of this process in mind is to remember the following simple graph:



The process of strategic planning is “turning wheel” that should constantly be in motion. Once you have determined where you want to go, building on where you are today, the way to get there (the strategy) should then be designed in the clearest possible way so it can be easily communicated to all. This process should be constantly reviewed (“are we getting there”) and modified if necessary. Once the strategy has been implemented, the initial questions should be asked again (“where are we now”), and a new strategic planning process should start.

The purpose of a strategic planning process is to undertake the following:

1. Produce a document or set of documents which will define the mission, goals and objectives, and the tactical means by which they will be achieved and evaluated.
2. Establish short-term (1-3 years) and long-term (3-5 years) operational plans based on the above.
3. Develop short and long range financial plans based on 1 and 2 above.

Strategic planning that also includes the planning of specific activities and measures, is an extremely complex work that requires comprehensive preparation and a multi-disciplinary approach to the problem. In brief, the basic preconditions for quality planning include a thorough analysis of the current situation defining the optimal objectives and terms/deadlines for their realization. Each particular country and, of course, the respective basketball federation, require a specific approach. Before preparing the strategic plan for the National Federation bear in mind that you need to take the following steps:



1. Set timelines for completion of the plan.
2. Undertake stakeholders analysis – i.e. consultation with anyone having a claim on resources/outputs, or affected by decisions/outputs (e.g. members; national sport organizations; governments, health, education and legal communities; critics; international agencies).
3. Draft mission statement (in light of above information).
4. Undertake external assessment:
 - Research data, present and future trends.
 - Undertake needs assessment of likely clientele, targets, collaborators, opponents (i.e. the demand).
 - Identify available resources (i.e. the supply).
 - Clarify roles and relationships of stakeholders, service providers (ie the market).
5. Undertake internal assessment of strengths and weaknesses.
6. Draft an organization profile based on steps 2-5, identifying strategic questions such as:
 - Who we are?
 - Where are we now?
 - What are we currently doing?
 - Why are we doing it?
 - Where do we want to be?
 - Why do we want to be there?
 - How do we get there, and by when?
 - What do we change; who does it?
 - What will it take? Next steps.
 - How will we measure success?
7. Establish a draft strategic plan (mission, goals, objectives) and proposed priorities for future action.
8. Undertake a second-round of consultation with stakeholders and obtain their input on priorities, resource allocation and criteria for evaluation.
9. Develop a 1-3 year operational plan, with a detailed financial plan for year 1 (general estimates for beyond year 1), and evaluation criteria.
10. Submit the strategic and operational plans to the board for approval.

We will now turn to an examination of some key elements which need to be covered by a basketball federation when preparing its strategic plan.

They are:

1. Country
2. Political and economical condition in the country
3. Status and organization of basketball
4. Structure and management of the National Federation



2. Country

The number of inhabitants, area and the population density, are issues which affect the country's development plan. The population structure, urbanization, customs/tradition/religion, moral/ethical values, languages, education and genetic characteristics should also be considered when defining the basic objectives and indentifying appropriate targets.

The number of inhabitants, male/female ratio, percentage of youth, population density and urbanization are the main parameters to be taken in consideration when creating a development plan for the National Federation. Developing basketball in the capital cities with a large population, must be the priority. All development plans have to be linked with the places where the biggest opportunities are.

It is extremely important is to know how the system of education functions; the number and location of primary and secondary schools. How the Ministry of Education structures schools in the country and the number and the condition of outdoor and indoor basketball facilities in schools is valuable information.

Basketball objectives must be related to the body type and physique of the population. In countries where the typical body type is not optimal for basketball, it is necessary to find ways in which to promote basketball as a favorable choice for children (enable as early as possible animation/attraction and inclusion of children). Unfavourable physique can be compensated, with good training and individual practice – for example, the lack of height can be compensated with better individual technique, shooting preciseness,

Local genetic disadvantages should be compensated for with the good quality of training and individual practice.

speed etc. The game concept should be adjusted to the physical characteristics, skill and capabilities of players, in order to achieve the best possible results.

Climate is an important factor in planning especially with regards to the competition calendar and sports infrastructure. It is very important for the competition calendar, in regions featuring extreme climatic conditions and long bad weather periods (extremely low or extremely high temperatures, heavy rains...). The competition calendar should be scheduled so that the leagues (particularly the lower level competitions) take place during favorable weather conditions. Only if unavoidable, should the competition be continued during unfavorable weather periods. Under these circumstances, we recommend a tournament competition system in the cities that have adequate facilities and good lines of transportation.

The climatic conditions of the country also affect decisions related to the sports infrastructure. They are a determining factor when evaluating the viability of constructing open air facilities. They are decisive when it comes to selecting the type, technical characteristics and equipment of indoor facilities intended for basketball and other sports. In other words, the climatic conditions and the budget available for the construction of sports facilities are important factors influencing the development of basketball in any country.

In defining objectives, the NF should take into consideration the social function of basketball in the society. This is particularly important in multi-ethnic societies. In such situations the social role of basketball should be emphasized in order to provide additional funding of basketball activities. Through promotion, this aspect of basketball can strengthen the position and influence of our sport in the society.



Tradition and the preferences of ethnic groups affect the planning of realistic objectives and the direction of development activities. In communities where the influence of religion is particularly

In the countries with ethnic conflicts basketball should be used to reduce ethnic tensions and should enhance inter-ethnic understanding and cooperation.

strong, promotion should especially be adjusted to attitude of religion towards sport. In other words, the promotion of basketball should primarily be focused on basketball characteristics that represent the generally accepted values.

The rating and status of women's sport and its promotion must be harmonized with social principles and should be in accordance with positive objectives pursued by religion and society in general.

In countries with ethnic conflicts basketball should be used to minimize ethnic tensions and should enhance inter-ethnic understanding and cooperation. The NF should be aware that security of its members is an important aspect of the positive image of basketball. If necessary, security measures should be taken to prevent a possible increase in tensions and a risk of inter-ethnic conflict.

Accessibility and systems of transportation are another important factors in creating a development plan for the National Federation. The NF should determine its organizational and administrative structure, competition structure and educational program, after considering the number of vehicles, trains and airplanes, their frequency, availability and costs. The lines of transportation are also an important prerequisite when creating an optimal system of international competitions (club and national team) at the regional continental and intercontinental level. These factors influence the possibilities of long-term and intensive cooperation (games, tournaments, education, exchange of experts, etc.) with neighboring countries.

3. Political and Economical Situation of the Country

When creating a development plan, the NF should examine all political and economical aspects of the country. The political division of the country (regions, provinces, states) can determine the future organizational structure of the NF and this has to be carefully studied. The NF should take into consideration the structures used by other successful sport federations and the organizational structure commonly applied in other institutions within the country (various bodies and their number, hierarchy, etc.), but not necessary apply it. Knowledge of the electoral, telecommunication and schools divisions done by the respective and of governmental institutions, is important and could be useful when creating the organizational structure of the NF.

Membership in international treaties and associations is another factor which could be helpful in creating successful a development plan. Countries which are members of the Commonwealth, Francophone, Arab league etc have an opportunity to participate in sports/basketball competitions organized by those bodies. Some international institutions and non-governmental organizations support regional and inter-state cooperation and that should also be exploited whenever possible and wherever it contributes to the fulfillment of the objectives. Political partnerships facilitate communication and such cooperation may generate substantial support from the government. For small and poor federations this may be very important.



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The international political position of a country could influence friendly/exhibition matches and tournaments. Such events should be planned to take place in neighboring countries with which there is an inter-state cooperation as well as the tradition in cooperation in basketball. The basis of international cooperation and exchange should be the existing protocols and the tradition of mutual cooperation between countries. Each NF should establish relationships with advanced federations that could help them to improve the quality and organization of their work.

The economic situation and the stability of a country are important factors in providing a stable NF structure. The economic situation could have a direct impact on sport, either via infrastructure for sports (facilities, sports halls) or via direct Governmental subsidies/grants towards sport.

Every level of basketball from national teams through club competitions and even school leagues will be influenced by the "infrastructure" of the nation. In economically stable countries planning and resourcing the budget is much easier than in poorer countries. The budget, financial reserves and timing of income receipts, directly affects the scope, number and the quality of activities of the federations and national teams. The actions/activities of the NF and the selection of target groups could depend on the industries which traditionally support sports and generate the greatest profits/revenues. The marketing strategy of the NF could be created around companies which are a driving factor of the economy of the country.

The economic situation of the country has direct impact on the general means of communication. It is important to know the number of newspapers, radio and TV stations as well as the number of computers per household in order to create the media and marketing strategy of the NF.

4. Status and Organization of Basketball

Before creating its strategy, the National Federation must have a clear overview of the general sports structure in the country. It is important to have a good relationship with all governmental institutions, in particular with Ministry of Education/Sports. A good relationship with National Olympic Committee is a must. The NOC can be a strong ally of all NF in developing the sport of basketball. The status of basketball is best reflected in the relationship between great industrial systems and state institutions on the one side and the basketball organization and its initiatives and requests on the other side.

Ways should be found for basketball to become the first choice of children at schools.

In order to develop our sport and improve our organisation, we must have good relation with these other stakeholders.

The status of sport in general and basketball in particular, affects the planning and setting up of promotions, as well as the recruiting of new members and followers of basketball. In all instances, the positive effects of basketball should be promoted on a continuous basis and ways should be found for basketball to become the first choice of children at school. Government-supported programs (for example, sports against drugs, alcohol, violence and the like) that can be implemented in parallel with the basketball activities may be an important additional source of funding for the basketball organization and will be well received by the general public.



Political support is very important for development plans that require substantial financial resources and improved infrastructure. Human, organizational, material and financial resources are important factors that should be taken into consideration when defining the scope and structure of the development programs. The programs need to be rational and effective, as well as adapted to suit the needs of various target groups and different levels of membership.

Tradition is also an important factor that determines the capacity of basketball to attract and encourage new members and through them, increase the influence and position in the country. However, through detailed planning and patient and consistent activity, the situation can change considerably.

The establishment of a dedicated marketing service/department or engagement of a specialized agency is desirable.

The objectives must be realistically defined and projected according to the real potential for success. If this is not the case, if the targets are not realistic, the results achieved will be the opposite of those aimed for. Financial, material and

human resources available to sport, determine the short-term and long-term actions and development plans. The method, scope and form of development depends on the specific situation and current needs of the federation.

The use of positive values, intelligent use of organizational resources, and adequate promotion creates the necessary preconditions for a successful marketing campaign that should provide better working conditions and creates new opportunities. The establishment of a dedicated marketing service/department or the engagement of a specialized agency is desirable. Well thought-out and correctly directed PR activities are vital for the improvement of basketball and the creation of an environment suitable for the implementation of the planned activities.

When all general conditions are reviewed, the NF has to analyze its internal structure in order to have a comprehensive picture on how to move forward. In order to be successful, the first issue to be looked at is the regional structure of the NF. The regions should be in charge of all activities of federations in their territory, such as the recruiting of new members, education, follow-up, monitoring and improvement of quality, competition, administrative support/logistics and other similar issues. The size, population and interaction between the regions determines the parameters to be considered in the planning of all activities of the federations. The creation of basketball regions, depends on the total area/surface

The geographical region should be the framework for the basic level of competition as well as the base for all younger category competition.

the population density, the lines of transport and economic potential of the divisions within each country. When defining the regional borders, care should be taken regarding optimal distances and local transport (price and frequency). Competitions and other forms of cooperation at the regional level can become an integral part of the development programs of countries that lack financial resources.

programs of countries that lack financial resources.

In many countries the competition system is directly linked with the number and quality of the teams in a territory. The geographical region should be the framework for the basic level of competition as well as the base for all younger category competitions. The lowest level of competition is always related to a region, and the structure and size of the region determines the number of competition levels to be



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organized within it. The competition system should be in accordance with the principles applied in establishing regions, especially the competitions of younger categories and the base level competitions. At the same time, the mutual relations between the regions and their interaction, affect the structure of national level competition systems.

The young category competitions and all lower level competitions that include clubs of low financial potential should be organized at the regional level, whereas the competitions between the regions should be organized by applying the most rational/cost effective systems (for example tournaments). The competition system should be tailored to the existing conditions. What is best, depends very much on the

The geographical region should be the framework for the basic level of competition as well as the base for all younger category competition.

basketball playing base territorial organization, financial situation, skill level, infrastructure, calendar and other factors.

The competition system should be designed according to the development strategy for basketball, taking into consideration the financial means of the clubs. The system of competition should be designed to meet the requirements of developing players, inclusion of as many active players as possible, as well as to meet the requirement of organizing the competition in compliance with the quality of basketball in the particular country. This will then generate the greatest marketing benefits for our sport.

The competition system should be designed according to the development strategy for basketball, taking into consideration the financial means of the clubs. The system of competition should be designed to meet the requirements of developing players, inclusion of as many active players as possible, as well as to meet the requirement of organizing the competition in compliance with the quality of basketball in the particular country. This will then generate the greatest marketing benefits for our sport.

The development of all stakeholders of basketball should also be done through the regional structure, with basic education, practical training, and advanced training. The testing of all members of the organization should be organized at the regional level. Education is one of the main pre-conditions for quality improvement. There are different approaches and ways in which education should be conducted. The optimum approach will depend, among other factors, will depend on the number of potentially interested members of the organization (players, coaches, referees, commissioners, administrative personnel, doctors and the like) in the territory.

5. Structure and Management of the National Basketball Federation

In the next phase it is necessary to review the existing NF structure and the first on the “to do list” is the NF constitution, its rules and regulations. Regulations should be set in accordance with the FIBA regulations, making use of the experience and solutions applied in more developed and successful federations (not necessarily the basketball ones). Specific solutions should be adapted to suit the strategy of development, that is, the local particularities, taking into consideration the results achieved by actions in other similar, or more developed federations.

The system and frequency of elections, the electoral base and other elements should be in accordance with FIBA regulations and the normal procedure in the country. It is vital that the elected bodies are supported by the most influential clubs, and state institutions, in order for them to be able to enforce their decisions with authority. In the NF organizational structure it is necessary to include personnel from all basketball structures, as well as representatives of government and economic institutions that provide financial support and are able to improve the position of basketball.

Management and decision making systems in the NF have to be simple and clearly defined. The NF must provide quality programs, be competent and have authority over basketball in the country. Key positions should



be assigned to quality and highly competent people, who should be supported by professional sport administration personnel. The basketball administration staff should have appropriate qualifications and adequate experience in working with sports organizations. In addition to that, they should constantly improve their knowledge and skill, keeping pace with technological progress and trends in basketball development throughout the world. The selection of adequate personnel, establishing organizational structure, timely and quality information, as well as the timely and adequate decision-making, creates a foundation for effective performance. Expertise, application of advanced technologies, positive experience and tried and tested solutions, should enable a more rationale/cost effective and optimal usage of all resources available.

Budgets for all activities have to be realistic and designed to meet the strategic objectives. Government financial support and budgetary financing should secure the basic operations of the federation. In addition, the NF must secure its own resources through various activities.

Administrative staff should constantly improve their knowledge and skill, keeping pace with technological progress and trends in basketball development throughout the world.

The number of national selections/teams, the type and scope of preparation to be organized by the federation depend on the federation's available budget, whereas the priorities have to be determined on the basis of a long-term strategy.

The marketing strategy greatly depends on the federation's results, but other resources possessed by basketball should also be used in order to make use of all funding available. Promotional and commercial activities, such as the organization of competitions, camps, merchandising program, as well as the inclusion in the government-financed projects, could bring additional resources and improve the position and influence of basketball. It is necessary to make use of all the possibilities available and ask for government support in organizing international competitions. These will contribute to the strengthening of the infrastructure, the organization, the financial base, as well as the promotion of basketball and achievement of better results.

The scope and concept of the marketing activities should be in accordance with the status and influence of basketball in the country. In the case of smaller federations, the situation assessment and planning should be carried out by a specialized agency. The marketing and promotional activities and expectations should reflect the actual economic situation, and be adapted to the status, advantages and quality of basketball in the country. The Federation must highlight in the development strategy/objectives, the long-term positive effects on the society as a whole.

The participation and presence of basketball in the media and TV directly depend on the status and influence of basketball, and this in turn directly affects its marketing potential. A synchronized marketing

The scope of the marketing activities should be in accordance to the status of basketball in the country.

campaign and planned media and TV campaign (perhaps paid for in beginning), along with an improvement in quality and attractiveness of basketball, will result in an increased interest in basketball and a gradual improvement of its status and role. In order to meet the strategic objectives the

media should be used for the promotion of values and objectives set by the Federation. Young talented players should be presented in the media and they should become publicly known personalities/celebrities or idols; the future promoters of the Federation's ideas and programs.



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When creating the strategic plan, each NF should be aware that in addition to the budget, there are also other limiting factors that affect the scope and quality of the national team programs, such as the actual quality of players, the coaching staff, infrastructure and the compatibility of calendars of various international competitions. Cooperation and ties with the countries with which there is a traditionally good relationship, as well as with the countries where basketball is at a higher level, should contribute to faster progress and an increase in the quality of operations and organization of the NF. Official competitions and planning of other international activities depend on the situation in the corresponding FIBA Zone and the plan of its activities.

The programs of national teams, especially the young team programs should be designed in accordance with, and aimed at the implementation of the strategic objectives of the federation (for instance, the creation of players for the senior team, or the achievement of results with young teams, as players become inferior to their counterparts in the senior team, or...). All these factors should be considered in preparing an optimal work program.



All federation activities, such as promotion, recruiting and working with young people, education and social function of basketball must serve the strategic objectives of the Federation (previously set in accordance with the existing conditions and resources available).

All activities undertaken by the Federation must serve the purpose of achieving its strategic objectives.

All those other activities must be in accordance with the general development strategy and adjusted to the financial resources available. The Federation should initially start any activity which could potentially represent new sources of financing and be tools for the promotion of basketball. Some activities such as camps, streetball, mini basketball etc have higher marketing potential and the ability to generate long-term revenue. These need to be more market-oriented.

6. Problem Solving

Be aware that sometimes things will not go in the right direction and you might face difficult situations. There is a saying that a problem or crisis is a dangerous opportunity - it is something that has its own tension, but it also has the possibility of a creative and helpful solution. Here is one approach to difficult situations:

There are six basic steps in problem-solving:

1. Recognizing and defining the problem
2. Analyzing and clarifying the problem
3. Reviewing alternative solutions



4. Choosing a solution
5. Implementing the solution
6. Evaluating the decision

The outline that follows provides an opportunity for you to analyze a basketball problem in your country. Keep in mind that a positive attitude, which sees problem-solving as an opportunity, goes a long way to ensuring a successful solution.

1. Recognizing and Defining the Problem

- What are the symptoms?
- When did they first appear?
- What happened before that time?
- What events or incidents illustrate the problem?
- What exactly is the problem? ie state it clearly in terms of specific data and responsibility
- How does this problem affect me or my association?
- How do I contribute to the continued presence of the problem?
- What haven't I done to help eliminate this problem?

2. Analyzing and Clarifying the Problem

- Who sees this as a problem?
- Why do they see this as a problem?
- Who is affected by the problem?
- How are they affected?
- Who else is involved with the problem and how?
- What other factors influence the problem? (eg budget, tradition, attitudes etc)
- How are you involved in the problem?
- What would you like to see changed?
- Who has the power to make these changes?
- What positive forces exist that will help you resolve the problem?
- What negative forces exist that may hamper you resolving the problem?

One technique known as the MECE principle can help you frame the problem while identifying the key issues that might be hidden, but are still part of it.

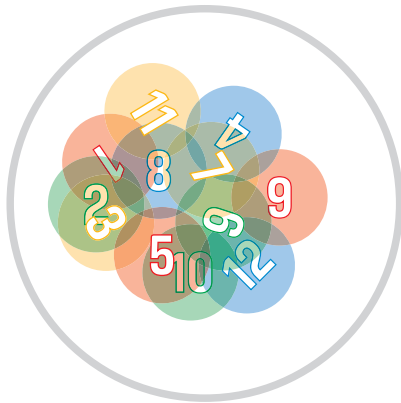
MECE stands for Mutually Exclusive but Collectively Exhaustive.

ME: Separate the problem into distinct, non-overlapping issues

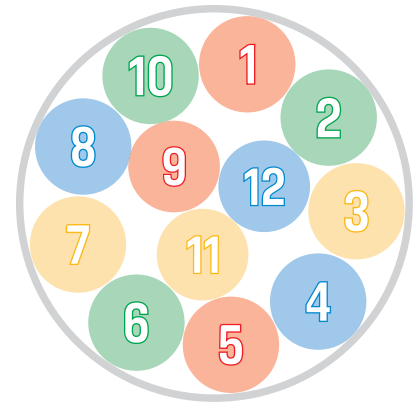
CE: Make sure that no issues have been overlooked.



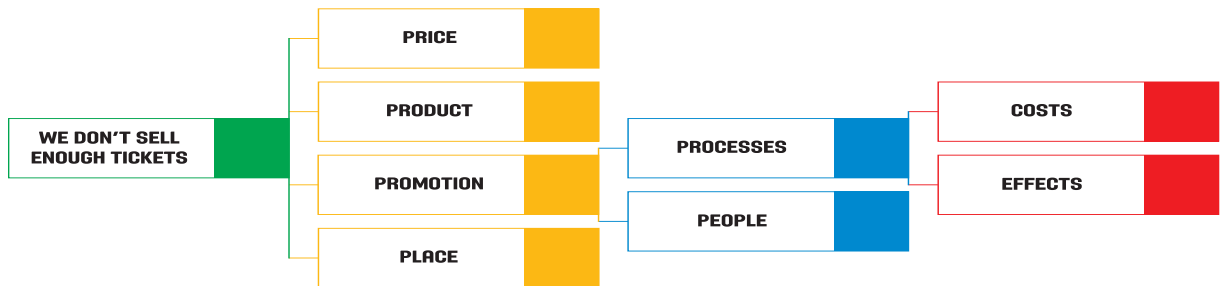
NON-FRAMED PROBLEM



FRAMED PROBLEM



Using the MECE method, you should not make sure to distinguish between cause and effect, between problems and symptoms. Use the logic tree, trying breaking down the issue to get to the real source of the problem. Here's an example of a logic tree:



3. Reviewing Alternative Solutions

Blue-Skying:

Imagine that it is one year from today. You are still enjoying the benefits of the positive changes you have made as a result of today's problem solving process. You are experiencing very few difficulties in the area of your previous "problem".

- List all the changes you have made as a result of your decision about this problem. Be imaginative and creative.
Choose your top three priorities from this list i.e. the three most important areas for change with respect to this problem. Be specific.

Brainstorming:

A good way to generate ideas for solutions is simply to brainstorm or think "off the top of your head". Be as outlandish as you want in listing the first things that come to mind. Sometimes ideas which seem far-out can trigger other useful approaches.



Rules for brainstorming:

- List every idea that comes to mind
- Do not judge or evaluate the idea yet
- It's OK to repeat ideas - include them in your list
- Think of new solutions or ideas for 3 or 4 minutes
- Stop if you break any rules

When you have completed the brainstorming session spend a few minutes choosing your top three ideas from the list. Be specific.

4. Choosing a Solution:

- Identify as many reasonable alternative solutions to the problem.
- Identify the important criteria for evaluating each alternative.
- Test each alternative solution with the criteria. Determine if one alternative appears more reasonable than the others.
- If necessary, test your reasoning and preferred solution with other people.

5 Implementing a Solution

1. List the major action steps that you are going to take.

2. Describe these steps in the order you expect them to occur.

- What authority do you require to proceed with your solution?
- What key groups of individuals will you have to involve to provide resources and support?
- What are the major stumbling blocks or obstacles that need to be overcome?
- What are the first steps that need to be taken in the next few weeks?
- Who will initiate action?
- Who needs to be kept informed?

6. Evaluating a decision

- What changed?
- What ongoing feedback systems did you use?
- What quantifiable data can you measure to indicate change?
- What further areas for improvement do you see?



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7. Keep in Mind

Basketball leaders must gain the respect of those they lead. They should be guided by clearly stated values and ethical behavior. They must be perceived as being honest and trustworthy if they are to influence their organization's membership to invest their time in sport. Effective leaders must have a clear vision of where their organization and sport is going. Vision is necessary in the formulation of goals and strategies for the National Federation. Leadership must ensure the National Federation defines its vision and must provide the opportunities to fulfill it.

Basketball must develop a more open and democratic organizational culture. A top-down paternalistic style of leadership is probably outdated. Societies are more pluralistic today and will be more so in the future. Diversity in beliefs, values, interests and lifestyle choices is inevitable and legitimate. Diversity and constructive criticism should be considered strengths of an open organizational culture. Basketball must invest in human resource management. Human assets are more important than physical and financial assets. Basketball must attract the skilled and re-train those that require it. Basketball needs talented individuals that can raise funds, organize programs, communicate with the media, coach, educate and undertake many other tasks.





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1.3 ADMINISTRATIVE ORGANIZATION



WHY YOU SHOULD READ THIS CHAPTER?

Administration is Strategy in the Works

Before we go into details about what administrative organization is, let us start with a short reminder. The administrative organization, or structure of an organization, must be established only after the future strategy of the organization has been made clear.

Structure is the framework for delivering your strategy and therefore it is the best way to maximize the potential of your various resources.

That is why when you are presented with a structure you must ask: "What is the strategy behind this?" When someone proposes a new structure you must ask: "Which changes in strategy require this change in structure?"

Or when someone says: "the structure is wrong", you must ask: "Then is the strategy right?"

This being said, let's take a look at what it takes to create structure.



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1. Introduction

A National Federation's purpose is to encourage the development of the sport of basketball at ALL levels throughout the country.

It structures competitions, secures the resources, including financial and establishes the processes that keeps basketball evolving. It preserves basketball's spirit and traditions (and further enriches them) taking into account its significant and very positive social impact and contribution to the community (health, education, unity, job creation, entertainment, national identity).

The most important goal for the Federation is The Sport and making it accessible and available to ALL. In order for the National Federation to be successful and actively participate and undertake the execution of a public service mission, it has to be efficient, reliable and well organized.

As basketball is becoming more and more professional and the demands for services are greater every day, the federation has to seriously consider having adequate and permanent office space and a profes-

The federation has to seriously consider having adequate and permanent office space and a professional staff.

sional staff. Very many clubs and most leagues are now being run by professional staff. The federation must improve the quality of the services it provides to its members in order that it keeps pace with the increasing demands of our sport.

Volunteers are an invaluable and irreplaceable asset for the federation, but the national federation must find a way to complement the work of volunteers with permanent, qualified and enthusiastic staff.

2. Office

The first priority for the national federation is to have its own office space which is located in the city where major government institutions are located (usually the capital of the country). If it is not possible to have its own office space, it is good to have rented office space within the building where other sports federations are located or within the National Olympic Committee office.

The most important thing is to have an office space (the National Federation Headquarters) where the national federation can communicate regularly, by telephone, fax, computer, and have access to the internet and an e-mail address (the e-mail address should be an official organization e-mail). The national federation should avoid e-mail addresses such as yahoo or hotmail.

The perfect solution is for the national federation to have its own office space within the Sports Centre or Sports Hall or to have its own gym where the federation headquarters is located and where national teams could practice. This would help the national federation to oversee all activities in one place and to easily co-ordinate various activities of the Federation. Having its own gym would help the federation to organize various commercial activities and to have additional income.

The federation must be aware that there is a need for the substantial storage place where different technical equipment would be stored (rule books, videos, basketballs, practice and game uniforms, medical equipment, and any other supporting material). This has to be a safe and secured place and all equipment must be listed and numbered and regularly inventoried.



3. Secretary General/Chief Executive Officer

Ideally each federation should have a Secretary General/Chief Executive Officer (henceforth called Secretary General for simplicity) who will manage day-to-day operations and assume all responsibilities for it. The Secretary General should be an administrator and the executive director of the permanent secretariat of the federation. This role is fundamental to the smooth functioning of the federation. He/she should have the capacity to be involved in all of the federation activities.

He/she should be employed full time by the federation if there are adequate financial resources. If not, the position can be volunteer position.

The Secretary General shall be appointed by the executive board of the federation and shall remain in the office for a period determined by a contract containing adequate financial compensation and clearly defined responsibilities.

The executive board may from time to time, confer upon the Secretary General any of the board's powers. The Secretary General could be the sole legal representative of the federation, if mandated by the Executive Board.

The Secretary General should direct the administration of the National Federation, supervise and control various departments and co-ordinate all activities of the Federation.

In particular the Secretary General shall have the following duties:

- To ensure the implementation of all decisions taken by the General Assembly and Executive Board.
- To convene and prepare the sessions of the General Assembly and Executive Board.
- To prepare the meetings of the working Committees of the federation.
- To make sure that minutes and reports from the meetings are properly done and kept in the filing system (archived).
- To liaise with various Committees and external bodies.
- To manage the organization of the Secretariat and its personnel, including hiring and managing the employees and recruiting and supervising the volunteers of the federation.
- To manage and correctly document the federation's financial activities.
- To ensure that managers of various committees are implementing the federation's program to the best of their capabilities within the time-frame and budget set by the General Assembly and the Executive Board.
- To ensure the organization is able to cope with change, develop a vision, align people to the vision.
- To keep all records of activities and meetings.
- To correspond promptly and efficiently.
- To ensure good internal and external relations with other organizations affecting the welfare of the federation and having an impact on its activities.
- To be a motivator and engine for all National Federations activities.
- To report regularly to the General Assembly/Executive Board on all matters related to the federation's operations and to keep records of such reports.



4. Leadership

The Secretary General should bear in mind that he is the administrative leader of the organization but being in a position of leadership does not make you a leader. Leadership can be broadly defined as the ability to influence the behavior of others. Experience, trial and error, personal growth and development all contribute to the process of becoming a leader; it just doesn't happen overnight. Effective

Effective leaders need to develop the skills specific to their particular responsibilities and to feel comfortable applying those skills in difficult as well as pleasant situations.

leaders are those whose group members feel their needs are getting satisfied and the leaders themselves feel they are getting their own needs met, ie there is an equitable exchange. In order to do this, leaders need to develop the skills specific to their particular responsibilities and to feel comfortable applying those skills in difficult as well as pleasant situations.

This means that to be effective, a leader must be "task oriented" or able to get the job done, as well as "process oriented" or focused on creating healthy interpersonal relationships. In all organizations, leaders need to treat people decently while successfully motivating them toward high performance in their work. One doesn't happen without the other.

A leader is one who motivates, provides direction and delegates responsibility and authority to the others. He challenges them to get the job done, to solve problems and to make decisions for the achievement of goals and objectives of the group involved. He is respected for his commitment and work, for his wisdom and personality, and for fairness and appropriate treatment of others.

Bringing a proven leader from one situation to another does not necessarily guarantee success. The situation itself has a direct relationship to the type of leader that will emerge and the success he will experience.

The primary responsibility of the leader is to manage the human resources of the group in light of the situational constraints. This requires sound communication, and a climate of honesty and trust.

The leader must also be aware of his personal qualities and those of his group members. Motivating group members becomes a prime objective. People sustain motivation because of the satisfaction and feelings of achievement they derive from the activity. Recognizing which individuals will function best in each situation, then delegating accordingly, is the easiest way to successful leadership.

There is no checklist of leadership behaviors appropriate to defined situations. To be truly effective, one should attempt to discover at least some of the conditions, circumstances and variables that combine in any situation to produce success or failure. The following suggestions may help individuals enhance their leadership capabilities:





- Be aware of your own capabilities and motives which would affect your leadership.
- Be aware of the characteristics and interests of the followers.
- Be flexible; change your style to suit the situation.
- Step aside; allow others to emerge when the situation demands.
- Recognize it is not necessarily your efforts but the acceptance of the followers AND the situation that has contributed to your success.
- Giving orders and having them carried out is not leadership. It ignores the important dimension called influence.
- Delegation is important for followers involvement and motivation is required to retain followers.
- Try to identify the key factors in any situation that will affect your attempts to influence people.
- Develop a master plan approach for leadership for consistency in achieving goals and objectives.
- Provide experience for training of future leaders.

5. Technical Director

Another important position within the federation structure is the Technical Director. The Technical Director responsibilities should be the following:

- To provide a direction regarding the national basketball identity.
- To coordinate work of all national teams and selections.
- To prepare plans and programs of work for all national teams in consultation with the Competition Committee and National Coaches.
- To prepare and propose a financial plan for all national teams.
- To prepare and submit yearly reports about national team activities.
- To make recommendation regarding how to improve the achievements of "selections".
- To arrange all logistical matters for the national teams.
- To secure regular medical examination of national teams members and to maintain records of such examinations.
- To establish and maintain a database of prospective players.
- To establish programs for the efficient, scientific and continuous development of national players from early age to the senior category.
- To establish an adequate and workable competition structure that will suit the needs of basketball and its development.
- To establish preparation programs leading into international competitions.
- To stay up to date with the international basketball scene.
- To maintain regular contact with other federations and establish collaborative relations regarding training and competition programs.
- To establish systems for the recruiting and development of coaches and ensure that they are kept up to date with trends and developments in the basketball world.



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- To liaise with school sports system by providing technical and other assistance and help in recruiting and training school-aged players and potential coaches.
- To oversee the recruitment and training of Technical Officials (Referees, Score bench Personnel and Statisticians).
- To monitor the database of Technical Officials for the Federation.

6. Youth Committee

Another important area in each federation that has to be carefully monitored is youth basketball. Each federation should have a person (or Youth Committee) who takes responsibility for youth basketball. This person (or Youth Committee) should have the following responsibilities:

- To propose all measures deemed necessary to promote the development of youth basketball.
- To study all issues regarding youth players.
- To propose any measures affecting development of youth players.
- To be involved in the selection of national youth squads and teams.
- To monitor the progress of national teams at international events.
- To coordinate work between national teams coaches and club coaches regarding youth players.
- To help coaches. To educate them and to assist them to be aware of modern basketball trends.
- To prepare the individual training routines for prospective national players.
- To establish a database of all young players and continuously and regularly monitor their progress.
- To regularly attend events conducted for Youth categories to ensure the national program captures all players with the potential for national representation.
- To prepare regular progress reports on identified talented youth players.

7. Committees

Depending on financial resources, each federation should have additional professional staff if possible (in administration, finance/accounting, logistics).

Whether these functions are carried out by professionals or volunteers, there is a need for committees to oversee the range of the activities of the federation.

Suggested committees could be:

- Technical Committee.
- Competition Committee.
- Legal Committee.
- Marketing Committee.
- Financial Committee.
- Medical Committee.
- Media/Public Relations Committee.



Wherever possible, those committees should be served by professional administrators. An ideal situation is to have full time professional staff responsible for the work of all committees, but this will obviously depend on the financial resources of the federation.

8. Volunteers

There is an ever-increasing need for volunteers to assist with basketball development. Put another way, there are opportunities for men and women from all walks of life to contribute to sport, to the development of young individuals, and to your basketball programs.

People volunteer for a variety of reasons: service to others, community need, family involvement, need to meet people, material gain, prestige etc.

The leadership in any sports organization must recognize these motives and needs, evaluate them in light of program requirements, and place the volunteer in a situation that is beneficial to both the individual and the program. It is important that volunteers be asked why they participate, to help determine how well their needs are being met.

Before you begin to recruit volunteers you must determine where you need help. To do this, it might be helpful to classify volunteers into three categories:

Administrative Leadership

In this area, volunteers may serve as executive committee or board members, secretaries, treasurers, or as members of committees. The volunteers you recruit for these positions must be capable of handling this type of work as well as having the time required.

Sport Technical Leadership

Coaches, officials, medical and training specialists must possess real knowledge of the activities to be directed. Those with skills in teaching, demonstrating and organizing should get priority. Volunteers who fit these general qualifications include former experienced athletes and coaches, and students in physical education or other professional training courses.

Non-Leadership Services

There is always a need for volunteers in a non-leadership capacity, whether to handle registration, help with fund raising, provide transportation, function as supervisors or whatever. Volunteers who could fill these roles are those who do not have special qualifications or do not have the time for a prolonged commitment.

Try to match your volunteers with the specific requirements of the work to be done. Some criteria to consider are:

- Short term vs. long term. Does the job require a highly qualified individual for a very short time, (i.e. a weekend seminar) or is this a long term project (i.e. running a yearly league)?
- Intense vs. relaxed. Does the job requirement allow the individual to work at a leisurely pace or does it involve tough decisions, tight deadlines, or constant attention?
- Responsible vs. non-responsible. Does the job require an individual who will be highly accountable or responsible (for the people or program) or is the job one with little accountability?



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No matter how you plan to use volunteers, they should all understand and promote the objectives of the program. This involves specific efforts on the leader's part to communicate the program objectives prior to a volunteer making a commitment.

Here are a few ideas of where you might begin looking for volunteers:

- Individuals who have benefited from your program, ie former athletes, participants, coaches.
- Physical education professionals, teachers and school administrators.
- Students undergoing professional training, ie university physical education students.
- Parents and relatives of program participants.
- Current or retired business professionals.
- Homemakers.
- Citizens who appear to be interested as spectators.
- Military or government employees.

The National Federation should establish a yearly plan (including an active committee) for the recruitment and use of volunteers. Recruitment of volunteers is a fundamental and on-going part of a National federation program. The following suggestions may help initiate the recruitment program:

1. Conduct a community-wide survey of the talent which is available. Collect the information and develop a card index or computer filing system which will permit easy identification of tasks to be done and volunteers who are interested in doing them.
2. Contact private and public volunteer bureaus and other such organizations with regards to potential volunteers. This information can form the basis for choice and approach in obtaining help.
3. Make arrangements to meet and talk to specific groups to create interest.
4. Encourage reporters or broadcasters to publicize the aims and objectives of your organization and the opportunities for volunteers to become involved.
5. Distribute handbills, posters, leaflets, pamphlets and other printed matter to inform people of opportunities to volunteer.
6. Contact local teachers who can identify prospective leaders from among their students.
7. Observe participants at local clinics, workshops, and competitions.

Once you have located sources of volunteers, individual personal contact seems to be the best method of approach. This provides an opportunity to discuss the program needs, create interest, and give aims, objectives and philosophy. It is important to interview applicants in order to determine interest and abilities and to analyze motives. Check references as to their character and dependability; spend some time ascertaining their willingness to accept supervision or responsibility.

If your volunteer program is to function and grow, the following steps should be taken:

1. Create a clear job description. Outline the commitment expected, including your program objectives, and the general philosophy of the organization. Describe the resources presently available to undertake the task, and possible procedures.
2. Provide your volunteers with training in their prospective jobs. Give them time to learn before actually doing the work.



3. Encourage people to grow in their jobs, to try new procedures as long as the objectives of the program are being met.
4. Give the volunteer the opportunity to suggest new ideas or procedures.
5. Build in incentives. Give the volunteer credit and recognition for work accomplished, and if appropriate, some tangible form of reward.
6. Once you recognize the volunteer's motivation, build on it for his/her own betterment and the betterment of the association.

Where a National Federation employs persons to act as executive directors, technical directors, coaches or the like, there can be difficulties in the relationship between these employees and volunteers. Conflicts can occur when responsibilities and authorities are not clear. They can occur because of personality conflicts or differing opinions on goals and strategies. Boards, which may meet only a few times a year, may feel the full-time employees are running the organization their way, rather than being subordinate to the board.

Thus, for every organization that depends on volunteers, it is extremely helpful if the employees, the volunteers and the board and executive committee are clear about their roles and authorities and to whom they report. Most importantly, an attitude by all to work cooperatively for the good of sport, to support and encourage each others efforts, and to recognize the contribution of each is paramount for success. The leadership of the organization has an important role to play to ensure these conditions are met.

9. Additional Structural Needs

Each federation should have a database of all its players, coaches, referees and sport administrators and each person should have a license issued by the federation. The database needs to be continually reviewed and updated.

Each federation should have regularly updated website. It should endeavor to issue a newsletter at least four times a year.

If possible, it would be good to have link with a publishing company to produce a high quality basketball newspaper at least four times a year.

Each National Federation should produce annual report at the end of the financial year and in the annual report present all activities of the NF in the previous year. Audited financial statements should be an integral part of the annual report as accountability and transparency is one of the most important pillars of the national basketball federation.

10. The Relationship with the Government

In most countries the attitude of the Government towards sports plays a major role in the development of sports and this attitude may vary from active support to ignoring it. It is very important for the National Federation to have good relationship with the Governmental institutions responsible for sports (Ministry of Sports, Ministry of Education, Sports Confederation, Sports Commission etc) in order to secure additional funding and support for its programs.



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Government is important to basketball because government can:

- Finance basketball and provide facilities and service.
- Help in training sports leaders, coaches and teachers.
- Help ensure adequate training systems and services for athletes.
- Help in organizing competitions, courses and fund raising.
- Help in delivering legal support for basketball.
- Help in promoting basketball and healthy lifestyle through the media.
- Provide support, both administrative and financial, for sports medicine, science and safety.
- Develop school sport program.
- Provide support for infrastructure.

A healthy relationship between Governmental institutions and National Federation includes frequent communication between officials, mutual respect and cooperation, clarification of roles and responsibilities of each, financial support from Government and basketball financially and technically responsible and accountable.

Poor relations between Government and basketball are signaled by poor communication and limited consultation, each group working independently of each other, limited funding, insensitivity to each others needs, basketball being “arrogant” and not accountable, and limited knowledge of each other or each other aspirations.

11. The Relationship with the National Olympic Committee

Another sports body important for the National Federation is the National Olympic Committee. It is extremely important for the National Federation to be involved in the work of the National Olympic Committee (possibly have representative in its Executive Board) and be familiar with aims, programs and distribution of funds of the NOC. In particular is important

Each National Basketball Federation should know all aspects of Olympic Solidarity Programs.

for each National Basketball Federation to know all aspects of Olympic Solidarity Programs, aimed to help developing sport in each country and offered through aid given to the each National Olympic Committee. Olympic Solidarity is

offering to the each National Olympic Committee an advice service to help them gain access to financial, technical and administrative assistance through World and Continental Programs and Olympic Games participation Grant.

The athlete programmes offered within the context of the 2005 – 2008 quadrennial plan are structured in a manner that allows the NOCs to offer technical and financial assistance to all athlete levels that are preparing for various international competitions including, but not only, the Olympic Games. In implementing this structure, Olympic Solidarity wishes to invest in each interconnected level of athlete development. This means that National Basketball Federation can benefit from the “Team Support Grant”, “2012 – Training Grants for Young Athletes” and “Talent Identification” programs. All those programs are under “Athletes Programs” and in the part “Coaching” of this manual you will find explanation how to use the “Coaches Programs”.



“Team Support Grant”

“Team Support Grant” programs offer technical and financial assistance to one national team per NOC to prepare and participate in the Games of the XXIX Olympiad in Beijing or in an international, continental or regional competition. This program offers NOCs technical and financial assistance focused on the preparation of a team hoping to qualify for the Beijing Olympic Games in 2008. NOCs that do not have teams that have the sufficient level to feasibly qualify for the Beijing Olympic Games will have the possibility to support a team for its preparation and participation in the following types of competitions:



- Multi-sport Games.
- World Championships (Senior and Junior).
- Continental Championships (Senior and Junior).
- Olympic qualification competitions.

The national teams must have the following profile before their inclusion in this program can be considered: A men’s or women’s national team of a sport in the Summer Olympic program; A team recognized as having an international competitive level.

The programmes proposed by the NOCs should follow the rationale noted below:

Quadrennial plan

Planning over the quadrennial of the major competitions in which the team expects to participate, as well as the preparation projects envisaged for each. The NOCs will therefore be able to give priority to the competitions that they consider the most important according to their objectives. The NOCs will have the possibility to use the budget available for a limited number of different competitions or focus on one single competition.

Preparation Project(s)

The quadrennial plan can be composed of a number of preparation projects. For each competition identified within the NOC’s quadrennial plan a preparation project should be approved separately by Olympic Solidarity. Each project can be composed of various separate activities (ex. International or national training camp for the team). The grants allocated to the context of this program can be used to finance the following activities:

- Costs relating to the organization of national or international training camps for the team preparing for a specific competition.
- Coaching costs for the team.
- Costs relating to the organization of friendly matches that are useful to the team’s general training programme.



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- Costs relating to the participation in competitions where the relevant International Federation does not cover these.

Each NOC can make a proposal for a grant for one men's or one women's team. This team can be assisted throughout the quadrennial by one or more projects. A two-step application procedure should be respected for this programme:

Stage 1: General

At the beginning of 2005, the NOC should present to Olympic Solidarity a quadrennial plan that lists the competitions in which the chosen team intends to participate during the 2005 – 2008 period. The quadrennial plan should include a description of the preparation projects for each competition, detailing the activities that will be organized and the percentage of the total grant that the NOC wishes to allocate to each.

Stage 2: Specific

Subsequently, and following the approval of the quadrennial plan, the NOC should submit separate application forms to Olympic Solidarity in relation to each preparation project that the NOC has announced. This application form will be sent to the NOCs following approval of their quadrennial plan. All applications should be submitted at least two months prior to the beginning of the activities scheduled and should include a description of the activity, a forecasted budget and a nominative list of athletes in the team. The projects proposed should follow the quadrennial plan approved by Olympic Solidarity.

The NOC will only receive the maximum grant if all preparation projects are carried out and the administrative requirements are fulfilled. The NOC's grant will depend on the scope of the proposal and the budget availability. The approved quadrennial plans will serve as a reference for the follow-up and control of each NOC's programme. The NOC's preparation projects will be monitored according to the announced quadrennial plan.

Following the approval of a preparation project, the NOC and the team must complete the activities approved, participate in the competitions announced and submit a technical and financial report justifying all expenses relating to the project. The follow-up, control and payment process will be as follows:

- Advance payment (75% of budget) made with the approval letter of the preparation project;
- Balance payment (25% of budget) made upon receipt and acceptance of the final reports detailing the activities carried out, confirming the team's participation in the competition and justifying the totality of the budget allocated to the NOC within the context of this preparation project.

Each preparation project must be finished (reports approved) before NOCs are able to make a further proposal for a subsequent project.

"2012 – Training Grants for Young Athletes"

This program identifies and offers training possibilities to talented young athletes who have the potential to qualify for the Games of the XXX Olympiad in 2012. This program offers the possibility to young talented athletes to benefit from their first high-level training and coaching experience and will hopefully motivate them to perform well in international junior competitions during this quadrennial and subsequently to continue their training program for the Olympic Games in 2012. The profile of the athlete to be included in this program is as follows:

- Young or developmental level athletes who have the potential to qualify for and participate in the Games of the XXX Olympiad in 2012.



- Athletes who practice an individual sport that is included in the Summer Olympic program.
- Athletes identified by the NOC or the International Federation due to outstanding results during International or Continental Junior competitions.

The program offers the NOCs technical and financial assistance for the organization of specific activities relating to the training of young athletes:

- Organization of short-term national or international high level training camps.
- Preparation for regional, continental or international junior championships.
- Assistance towards certain expenses relating to a specific individual's training program.

The standard application form should be completed by the NOC and returned to Olympic Solidarity at least two months prior to the start of the activities that are scheduled.

"Talent Identification"

The main objective of the "Talent Identification" program is to assist the NOCs to discover young athletes who show a particular sporting talent. Athletes participating at school or club level and belonging to a National Federation of which the sport is included on the Olympic program may be eligible to benefit from this program. This program will allow NOCs to achieve the following:

- Create or establish a national structure for talent identification.
- Continue to develop existing programs, in collaboration with the International Federations and National Federations concerned.
- Become associated with projects already existing on the national level.

Olympic Solidarity will encourage the NOCs to combine this program as much as possible with the Development of the National Sports Structure program (refer to "Coaches programs").

As already mentioned there are other useful programs which can be used by the National Basketball Federation through the National Olympic Committee. In order to have lots of opportunities and various options keep in mind that good relationship with the National Olympic Committee is important and your engagement and involvement in the work of the National Olympic Committee might be of essential benefit for basketball in your country.

12. Keep in Mind

Leadership is crucial when things start to go wrong. Having a strategy and using the basic principles of management is the way for the federation to make use of its resources. Not just money, but knowledge, the basketball identity and the motivation of the people working for/with the federation are crucial for the efficient work.

Since resources are limited, you have to decide how to focus them in a coherent direction and continually measure your results and progress.

Institutionally, the National Basketball Federation will have to constantly evaluate its efficiency and it should establish some performance measures against which it can judge its performance.

The items covered above are built on a foundation of discipline, reliability, accountability and credibility. With these values, the federation can achieve continuous, organized, development and growth of our sport.



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1.4 INFORMATION TECHNOLOGY



WHY YOU SHOULD READ THIS CHAPTER?

Technology should Help, not Interfere

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

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

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

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



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1. Introduction

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

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

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

2. Office Equipment

Standard office requirements are valid for each National Basketball Federation.

2.1 Network

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

Servers

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

Firewall

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

Backup Concept (Data back up)

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

RAID

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

Cloning

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



AntiSpam systems

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

Antivirus System

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

Personal computers

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

Software

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

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

Printers

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

Scanner

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

Fax machines

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

Copy machines

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

2.2 Email System

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

Naming conventions

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

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



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

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

Calendar functionalities

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

Mobile Email

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

2.3 Internet Access

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

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

3. Internal Operations and Procedures

3.1 Affiliation and Members

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

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

3.2 Accounting System

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

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

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



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

4. PR/Marketing

4.1 Internet/ Content Management Systems

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

Technical Features

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

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

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

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

If high Performances desired

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

If good Performances desired

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

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

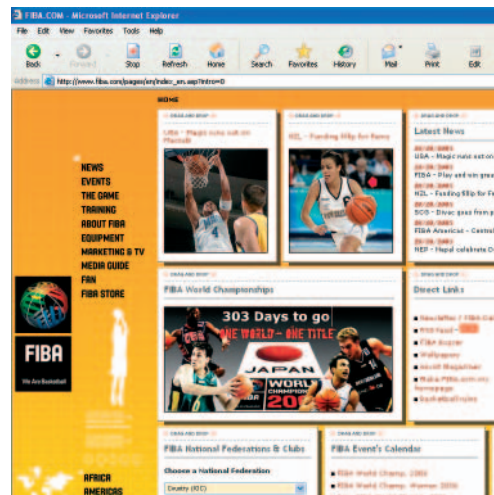
Content

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

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

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

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





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

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

Look and feel/Design

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

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

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

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

Software

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

4.2 Data Collection

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

4.3 Revenue Opportunities via Broadband Technology

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



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

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

Investing in online branding/communication

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

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

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

Creating online demand

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

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



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

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

Relationship marketing

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

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

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

Developing online communities

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

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

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



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

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

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

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

1. Sponsorship and advertisements

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

2. Subscriptions

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

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

3. E-commerce

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

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

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



4. Gaming

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

5. Betting

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

5. Competition/Events

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

Notebooks

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

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

Internet access at venues

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

Printing

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

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

Draw software

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

Competition management

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

Game statistics

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



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

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

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

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

6. Development

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

6.1 Coaching

Coaches should be able to use tools such as:

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

6.2 Individual Training

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

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

6.3 Clinics

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



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7. Keep in mind

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

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

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





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1.5 FINANCIAL MANAGEMENT



WHY YOU SHOULD READ THIS CHAPTER?

Financial Management is Much More Than Just Internal

We all know that without sound bookkeeping a federation is not able to run its everyday business properly. We also know that without sound bookkeeping all revenue generation efforts will have been done in vain. More importantly than these internal aspects, good financial management is vital from an external point of view.

From dealing with your local authorities about tax issues all the way to reporting to FIBA, you will always need to have complete reports ready at any time.

A good bookkeeper is one that can extract numbers, produce accurate reports and analyze the current financial situation of the Federation at any moment in the life of the organization.

This chapter lists the important points you need to know about managing the financial aspects of your organization. It explains the basics of what you should know in order to function smoothly and properly.



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1. Introduction

This section will help you to understand the basic practices in financial management and to build the basic systems needed to run a healthy federation. Basic skills in financial management start with cash management and bookkeeping processes.

2. Bookkeeping Activities

2.1 Accounting System

The goals of an accounting system is to ensure that financial data is properly recorded and that financial reports are accurate and easily accessible. An accounting system has two main parts; accounting records (checkbooks, journals, ledgers, etc.), and processes and procedures assigned to staff, volunteers, and/or outside professionals.

Components of an Accounting System

Traditionally, the accounting system should include the following components:

a) Accounts and chart of accounts

Each transaction should be recorded and assigned to a category or account. Each account should be associated with a number for filing purposes.

A chart of accounts will tell you what account number should be used when entering a transaction. Each accounting system can have its own chart system with different account numbers, as long as the system remains constant within the organization.

The chart usually has five areas:

- Assets
- Liabilities
- Net assets (or fund balances)
- Revenues
- Expenses

The account numbers should depend on the particular kind of revenues and expenses you expect to have most frequently. (See Annex A for example)

b) Journals and Subsidiary Journals

Journals, also called books of original entry, are used to systematically record all accounting transactions before they are entered into the general ledger. Journals organize information chronologically and by transaction type (receipts, disbursements, other).

There are three primary journals: (See Annex B for examples)

- The Cash Disbursement Journal: a chronological record of checks that are written, categorized using the chart of accounts.
- The Cash Receipts Journal: a chronological record of all deposits that are made, categorized using the chart of accounts.
- The General Journal: a record of all transactions which do not pass through the checkbook, includ-



ing non-cash transactions (such as accrual entries and depreciation) and corrections to previous journal entries.

As federations mature, and handle greater numbers of financial transactions, they may develop subsidiary journals to break out certain kinds of activity from the primary journals noted above.

The most common examples of subsidiary journals include:

- The Payroll Journal: records all payroll-related transactions. This may be useful as the number of payroll transactions grows and becomes too large to handle reasonably within the cash disbursements journal.
- The Accounts Payable Journal and Accounts Receivable Journal: track income and expense accruals. These are useful for grouping income and/or expense accruals which are too numerous to track effectively through the general journal. Some accounting packages require you to set up all bills as accounts payable and all revenue as accounts receivable, eliminating the cash disbursements and receipts journals altogether.

The process of transferring information from the journals to the general ledger is called posting.

c) General Ledger

The general ledger organizes information by account. The chart of accounts acts as the table of contents to the general ledger. In a manual system, summary totals from all of the journals are entered into the general ledger each month, which maintains a year-to-date balance for each account.

In a computerized system, data is typically entered into the system only once. Once the entry has been approved by the user, the software includes the information in all reports in which the relevant account number appears. Many software packages allow the user to produce a general ledger which shows each transaction included in the balance of each account.

d) Checkbook

In very small organizations (with few deposits and disbursements), the checkbook may serve as a combined ledger and journal. Most financial transactions will pass through the checkbook, where receipts are deposited and from which disbursements are made. Smaller organizations find it easier to keep track of financial activity by running all of their financial transactions through a single checking account.

Smaller federations with limited accounting expertise may choose to outsource their bookkeeping activity.

2.2 Budget

A budget is an estimate of income and expenditure, usually for the coming year.

Before writing a budget it is important to clarify the goals and objectives of the federation. This planning process will help to focus the proposed expenditures on items which have been identified as being of high priority.

Budget amounts are usually divided into major categories, for example:

- Fixed costs (rent, electricity, etc)
- Costs of recurring activities (meetings, competitions, etc.)



- Costs of various programs (coaches, referees, etc.)
- Office supplies
- Salaries, benefits

In addition, you need to consider the likely sources of income for the year and to develop a realistic plan for obtaining this money. Compare the possible revenue with your projected costs. Be careful not to overestimate the income and underestimate the expenditure. If you can raise more money than you propose to spend, think about how you might make extra expenditures. For guidance, you should refer back to the priorities you stated in your plan.

It is good to continuously compare your planned revenues and expenses to your actual revenues and expenses. This will give you a clear view of whether your goals and objectives are being met.

3. Financial Statements

Financial statements are a tool which can be used to see how the federation is doing. These statements are produced using the information gathered in the bookkeeping. This part will be used for the federations which have a lot of accounting transactions.

Financial statements are composed of three primary documents:

- balance sheet
- income statement
- cash flow statement

Yearly Financial statement must be part of your annual Federation report.

3.1 Balance sheet: your Financial position Report!

The balance sheet follows the equation: $Assets = Liabilities + Capital$.

This equation should always hold true. If Assets do not equal Liabilities plus Capital the books are said to be "out of balance". Be sure to note that the balance sheet is prepared for a specific date. Generally the balance sheet is prepared at the end of the year (December 31st, 200X):

- Assets – the assets are property that represents a value. Buildings, cash, furniture, accounts receivable, land and equipment are a few of the most common assets and certainly one of the most recognizable of the accounting basics.
- Liabilities – these represent the obligations of the business, money owed. The most common are accounts payable, the bills own to your suppliers. You may have loans, notes payable, taxes payable, etc. All are obligations.

The difference between Assets and Liabilities = what's left! That is what we call equity. This is the value of your federation.

3.2 The income statement: Your key to Profit & Loss!

This document shows all the membership fees (plus eventually miscellaneous revenues) and the expenses incurred by the federation. Therefore it will report the income or unfortunately the loss for your federation. Be sure to note that the income statement is prepared for a specific period of time (such as a month, a quarter or a year).



3.3 Cash Flow Statement: Your key to Cash Control!

This document shows the sources and uses of cash for the accounting period. In other words this is the net of cash receipts and cash disbursements during a specified accounting period. Always keep in mind the concept of cash flow, this will ensure that you will keep only enough money in the current account to meet your needs.

Everyone knows that if an organization has more expenses than income, sooner or later it will find itself in trouble. However, even if income matches or exceeds expenses in a given year, the cash from the income may not arrive in time to pay the bills as they are due. A cash shortage can be very disruptive to the ability of a federation to run smoothly. To avoid disruptions of business or to take advantage of temporary cash surpluses, cash flow can and should be projected, monitored, and controlled.

Cash Surplus

A maximum amount of money should be kept in your deposit or savings account. Only the money needed to cover expenses should be transferred to a checkings account. If surplus money remains in a savings account it is able to earn interest which would not be possible in a checkings account. Furthermore, you can usually make arrangements with your bank to have 7 day, 1 month, 3 month or 12 month deposits, short term investment certificates or treasury bills. The longer the deposit the more interest earned for your organization.

Be careful: you should always keep enough cash on hand to cover expenses and as an added cushion for security. However, it is unwise to keep more money on hand than is necessary. That is why the concept of cash flow is complex. The main difficulty will be to develop a plan that will provide a well-balanced cash flow.

Note:

At the beginning of this part we had mentioned that the 3 above documents were useful for the “big federations”. Very small federations, with few deposits and disbursements, may prepare reports directly from the checkbook after the balance has been reconciled with the bank balance.

3.4 What reports should be prepared and how often?

The answer will depend on several factors, including the extent to which the organization is financially stable, the degree and extent to which the financial picture changes during the period, the availability of cash to meet financial obligations, the availability of staff or other professionals to prepare reports, etc.

A mid-sized human service federation in reasonably good shape financially might consider the following schedule of reports:

Monthly Reports

- Balance Sheet (Statement of Position)
What is your financial health? Can you pay your bills?
- Income and Expense Statement showing budget to actual information
How does actual financial experience compare with the budget?
- Narrative report including financial highlights, analysis or other means of managing cash flow



Quarterly Reports

- Cash flow projections for the next six months
Do we anticipate a cash surplus or shortage?
- Payroll tax reports
Have payroll tax reports been submitted on time?
- Debtors ageing: Have we received our cash from our debtors?
If not, what action is appropriate?

Annual Reports

- Financial statements for the year: balance sheet, income statement,
- Focus: What was our financial performance over the past year? In what ways and for what reasons was performance different from the budget? What financial implications must be taken into account when planning the upcoming year?
- Audited financial statements: if applicable

4. Financial Controls

There are certain practices that you should follow to ensure that financial transactions are consistently recorded in an accurate manner.

4.1 Maintaining the Integrity of an Accounting System

In a manual system all balances from the general ledger are established on a monthly basis to make sure that debit balances equal credit balances. Once debits equal credits, financial statements can be prepared using trial balance amounts. Computerized accounting systems almost always produce a trial balance as a built-in report. Many software packages will not allow you to post an entry to the general ledger until the debit and credit balances are equal.

4.2 Segregation of Duties

Segregation of duties means that no financial transaction is handled by only one person from beginning to end. For cash disbursements, this might mean that different people authorize payments, sign checks, record payments in the books, and reconcile the bank statements. If your federation is small, managed by volunteers and possibly one staff person, this principle can be hard to put into practice. You might consider having one person, such as the paid staff member, sign checks and assign a different person, such as the board treasurer, to review disbursements, bank statements, and canceled checks on a monthly basis.

4.3 Signatures

Disbursements of large amounts, for example USD500, may require a secondary signature (from the treasurer for example)

4.4 Audit

Another form of financial control is an audit. An audit is a comprehensive analysis, by a professional from outside the federation, of your financial management procedures and activities. It is important



that the auditors are independent from your federation. This will ensure that there is no conflict of interest. They will test the accuracy and completeness of the financial statements.

Financial Controls are extremely important. They will ensure that:

- Financial information is reliable, so that the National Federation can make good decisions.
- Transparency of the Federation, Regular accounting.
- Assets and records of the federation are not stolen, misused, or accidentally destroyed.
- The federation's policies are followed.
- Government regulations are met.



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Annex A

Chart of Account

Account numbering: here is an example how the digits might be coded:

- 1000-1999 : Asset accounts
- 2000-2999 : Liabilities accounts
- 3000-3999 : Equity accounts
- 4000-4999 : Revenue accounts
- 5000-5999 : Expense accounts

By separating each category by several numbers, many accounts can be added between any two while maintaining the logical order.

Sample:

ASSET

Current Assets

- 1000 Petty Cash
- 1010 Bank account
- 1100 Accounts Receivable
- 1140 Other Receivables
- 1150 Allowance for doubtful Accounts

Fixed Assets

- 1500 Buildings
- 1550 Equipments
- 1600 Accumulated Depreciation, buildings
- 1650 Accumulated Depreciation, equipments

LIABILITIES

Current Liabilities

- 2000 Accounts Payable
- 2300 Accrued Expenses
- 2400 Employee benefits payable

Long Term Liabilities

- 2500 Bank loans Payable

EQUITY ACCOUNTS

- 3010 Capital
- 3020 Retained earnings

**REVENUE ACCOUNTS**

4000 Memberships Fees

4010 Competitions XXX

4020 Competitions YYY

EXPENSE ACCOUNTS

5000 Competitions

6000 Salaries

6010 Social Charges

7000 Rent

7050 Electricity

7060 Post

7100 Depreciation

etc.

**Annex B****Cash disbursement Journal**

Date	DEBIT	CREDIT	Text	Amount
01.01.05	7060	1000	Purchase of stamps	100
31.01.05	6000	1100	Salaries January 2005	1000
28.02.05	7050	1100	Electricity February 2005	200
01.04.05	7000	1100	Rent – April 2005	1500
Etc.				

Cash receipt Journal

Date	DEBIT	CREDIT	Text	Amount
31.01.05	1100	4000	Membership Fees 2005	1000
10.03.05	1100	4010	National competition	2000
Etc.				

General Journal

Date	DEBIT	CREDIT	Text	Amount
31.12.05	7100	1600	Depreciation 2005 – Building	500
Etc.				



Annex C

General Ledger

Date	DEBIT	CREDIT	Text	Amount
01.01.05	7060	1000	Purchase of stamps	100
31.01.05	6000	1100	Salaries January 2005	1000
31.01.05	1100	4000	Membership Fees 2005	1000
28.02.05	7050	1100	Electricity February 2005	200
10.03.05	1100	4010	National competition	2000
01.04.05	7000	1100	Rent – April 2005	1500
31.12.2005	7100	1600	Depreciation 2005 – Building	500
Etc.				



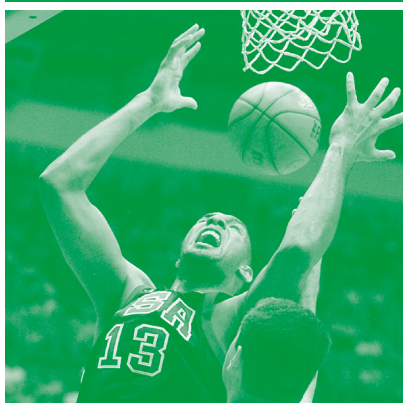
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1.6 ELIGIBILITY AND TRANSFER OF PLAYERS



WHY YOU SHOULD READ THIS CHAPTER?

Managing Our Most Important Asset the Right Way

A basketball player is the most important asset a team can have. Without the athlete, there is no sport. This is why the management of an athlete's life within the organization is crucial. But even more crucial is the regulation of the movement of the players from one club to the other, from one league to another.

There are approximately as many different national laws as there are different countries who are members of FIBA.

This chapter will try to advise you in this area of activity. It is meant to give you a broad overview of what other countries do, within the framework of FIBA's Regulations. We hope this information will help you successfully manage this aspect of the sport.

These guidelines are designed in your interest, in the interest of the player, and in the interest of basketball.



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1. Introduction

Every player's career starts by joining a team/club. Joining a team for the first time can happen at any age of (six, eight, fourteen, or older). The player is free to choose for which team or club they will play. Once registration is complete and the proper forms have been signed, the player becomes an official member of that team or club. As a member, the player is then eligible to participate in national competitions. The player needs to follow eligibility and transfer regulations set by the National Federation. Since players are seen as assets for the club or team for which they play, (a financial, economic, marketing and image asset) the registration and transfer of players is one of the most sensitive issues within basketball.

In many countries the players are free to transfer between one club and another until they are 18 years old. This free transfer of players, however, is not allowed in all countries. Sometimes players under the age of 18 are not allowed to change clubs unless a compensation fee is paid to their former club. In some federations a predetermined compensation scale for transfers exists.

As soon as players reach 18 (players are of legal age and they have the right to make decisions about their future), players have various options. Different countries will have different regulations for the transfer of players.

In some countries:

- Players are free to choose the club for which they play.
- Players can be obliged to sign a contract with their club of origin.
- Players can continue to be a member of the club where they played because of their National Federation's regulations, while some regulations allow the clubs to hold players as long as they wish.
- There is no contract between the player and a team/club but teams/clubs own players until they release them.
- Players must wait one to three years if they want to change their team/club without a release. In some places they can not change teams/clubs at all if his team/club does not release them.
- Clubs are allowed to control its players until they are 20 or 22 years old.
- If a player wants to sign a contract with a new team, he has to compensate his previous team according to a predetermined scale, or according to the request of his club of origin. In cases of dispute the National Federations usually decides.

Usually there are certain periods during the year when players can change teams/clubs (after the season, before the next season and in the middle of the season, or in some cases at any time). Players have to follow these regulations.

Again different National Federations will have different regulations regarding their players.

In some countries:

- There is a limit for the number of the players in the youth categories and in some there is a limit for the number of players in the senior category.
- A player can be a member of one team/club but can be loaned to another team/club for a certain period of time.



- There is no team/club structure (there is a school structure) and when players finish school, they are free to play for any club.
- Players are forced to join the teams/clubs which chose them in a draft.
- Foreign players participate in the league and regulations for those players are different to those for domestic players. There are sometimes regulations controlling the departure of players to academic institutions (ie NCAA) and the return of these players to their domestic clubs.
- There are regulations which regulate return of domestic players from abroad.
- Some countries regulate the participation of players in team/club competitions on the basis of their participation with the National Team.

Some countries link player agents with the eligibility and transfer of players and regulate the activities of player agents.

If players want to transfer from one country to another there are FIBA regulations to which we will refer later.

In connection with the eligibility and transfer of players there are potentially many conflicts of interest. Players, player agents, teams/clubs and the National Federation often adopt completely different and sometimes conflicting positions. We should try to find the best possible solution which will be satisfactory to all parties.

2. Registration and Licences

Registration to become a member of a club must be completed before the player can obtain a player's licence. This licence allows the player to play for the club in competitions. The National Federation should have a standard registration form for all players and a centralized database of all registered players. In order to register, the player must submit an original of his birth certificate, his passport photo taken in the last six months, a medical check (three months old) and a completed registration form.

At their first registration, each player should be given a personal "basketball" number and this number should follow the player (and be on the player's license)

The National Federation should have a standard registration form for all players and a centralized database of all registered players.

throughout the players career in that country. A Player licence should contain the player's identity number, club code, region/state code (if necessary), date or year of registration, date of birth of player and an additional number which is part of an internal system of the National Federation. With each

player having his own licence number the National Federation is able to trace the players, have a transparent and clear licencing system, establish a fair compensation system and an simple transfer system between teams/clubs.

3. National Transfer of Players under 18 Years Old

The National Federation should establish a reasonable compensation fee if players are moving from one team to another before they are 18 years old. The best solution is to establish a certain scale that can



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be implemented in the domestic transfer regulations. The Purpose of this fee is to compensate the club of origin for its efforts in developing the talent of the player.

One of the issues which has to be solved before creating the compensation scale is what age is taken as a starting point for calculating the compensation fee. Do we want players who start playing mini basketball at age 6 or 8 to be the subject of transfer regulations? Should a team/club pay a compensation fee when players of this age transfer, or should there be an alternative system to regulate this?

Countries that have strong youth development programs might consider having a compensation fee that starts with the registration of the player, however, the best option for other countries might be to start the compensation scale from when the player turns 14 years old. Before that age, transfer and movement of players from one team to another should be free of charge and players would be able to change teams each year if they want (within an allowed transfer period) without paying any compensation fee to their previous teams. From age 14 to 18, player transfers should be subject to a compensation scale which is established by the National Federation.



When drafting the compensation scale the National federation should consider the following points; the level of competition of the club from which the player is coming; level of competition of the club to whom the player is transferring; number of years spent in the club of origin (counting from the player's 14th birthday); number of official games (at FIBA competitions) played for national U-16, U-18, and senior team; number of official games played for his previous team; number of titles won with his previous team; practice facilities of the club of origin and destination club; level of education and qualifications of coaches who worked with the player; money paid to the player; etc. When creating the formula (not necessarily taking in consideration all points above, or adding some additional criteria) the outcome needs to be multiplied by a certain number

Teams should not be allowed to register / license more than 16 players in youth categories.

of points which results in a financial value. The compensation formula and the fee have to be analyzed each year in order to stay current and fair.

Teams should not be allowed to register more than 16 players in youth categories (14 to 18 years old players). This measure will spread the quality players and will not allow rich teams to sign and control all the best young players in a country. This will also allow coaches to have enough players for practice and organize each practice in the best possible manner.

Another option is to allow transfer of players from one team to another during transfer periods until the player is 18 years old and not charge any compensation fee. Still the limit of 16 licenced players should exist and teams should not be allowed to register more than 16 players in one competition category. For



example if there are U-19, U-17 and U-15 competitions categories, teams which compete in all three levels could not have more than 48 players (16 players per category). If a player is not in the 16 licenced players for the next season he would be free to go to another team without paying any compensation fee.

4. International Transfer of Players under 18 Years Old

International transfers are not permitted before a player's 18th birthday except in special cases as decided by the Secretary General of FIBA. He will examine the matter with the National Federations and if necessary, with the clubs and player concerned.

5. Contracts

When a player is 18 years old, he must regulate his relationship with the team and should sign a contract with the club for which he plays. The rights and obligations of the player and the team should be defined by the contract signed by the player and the authorized club representative. Even countries which do not have "professionalism" in the strict sense, should introduce player contracts. Contracts should be one of the conditions for participation in the competitions if the players are older than 18 years. By signing contract players should be entitled to receive a license. Only players holding a valid license should be entitled to play senior competitions. The licence should be issued and certified every season. In order to have the right to play, each player must have a signed contract and provide a signed medical certificate which is no older than 30 days.

The National Federation could decide which level of competitions requires player contracts.

In some countries the legal age is different (sometimes 20 or 21 years old), but all countries should abide by the 18 year old cut-off because in the majority of countries worldwide this is the age when persons begin to have legal rights. The FIBA reg-

ulations foresee age 18 as a turning point for players to sign their first "professional" contract. In order to unify the worldwide procedure and have consistent regulations, 18 years is the best possible option.

The National Federation could decide which level of competition requires player contracts. It is possible that the National Federations divides the levels of competitions and teams into "professional" and "amateur" and introduces different regulations for different levels. In both cases players should have contracts. In "professional" teams or competitions, there should be one type of contract, and in "amateur" teams or competitions there should be a different type of contract.

The best solution for the National Federation is the use of a standard player contract. All players who participate have to sign such a document. All contracts should be deposited in the National Federation headquarters (or league office headquarters if it exists). All contracts fees in should be subject to tax regulations and illegal payments should not be suggested or encouraged. Teams or persons who participate in such actions should be heavily punished.

6. National Regulations When Players are 18 Years Old

At or after the player's 18th birthday the club of origin, that is, the club for which the player is licensed at his 18th birthday, should have the right to sign the first contract with the player. This



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contract should be in written form and should respect the National Federation regulations and the law of the country. The duration of the contract should be a minimum of one year and a maximum of four years. If the team does not want to sign a contract with a player, he should be free to go without paying any compensation fee.

When a player refuse to sign an offered contract, the team should file the offered contract with the National Federation (or league) office with the request to fix a compensation if that player wants to change teams. The National Federation (or league) should set a minimum yearly salary for players. When the contract fee offered by the club is too low or not realistic, the national federation should enforce the minimum salary. If the team offers the player less than that amount the player should be automatically free to change teams.

When the offer from one team is better than the offer from another team, the team which offered the higher amount has the right to sign the player. A league salary cap (limit on how much each club can spend on player salaries) helps to keep all clubs on an even footing, in gaining access to the best players and sharing available talent around. If implemented, the salary cap has to be carefully monitored and enforced in order to benefit all teams.

When a player or club fails to fulfill his contractual obligations the player or their club may request the termination of the contract. Whoever initiates the termination, each party should have the right to be paid, all payments according to the contract. The National Federation must have regulations which solve such a dispute. The National Federation should force both parties to fulfill their obligations. If they do not, they should be subject to sanctions. At this level, for competitions in one country, FIBA is not involved in these disputes.

If a player refuses to sign a contract with the club of origin and wishes to transfer to another club in another country, the club of origin is entitled to some compensation. The compensation should be based primarily on the investment made by the club of origin, based on the principles outlined in item 3 above. The compensation sum should be realistic and in accordance with the economic situation of the country. If the clubs cannot agree on the compensation then FIBA will decide.

6.1 Transfer Periods

The National Federation should establish a transfer period during which players may change clubs. The transfer period should be in line (if possible) with that of international club competitions. If not, then the transfer period should not be immediately before, or during the play-offs. There is a need to set a time limit on when a club can sign or change players in order to have regular competitions and to bring order and credibility to the competitions.

6.2 Transfer Regulations

The right to be transferred from one club to another shall be granted to the player who; does not hold a valid contract with a club; for whom the specified compensation is settled; who terminated the contract with the previous club by mutual consent; whose contract with the previous club was terminated by the controlling authority; whose contract with the club has expired; or for whom the club did not renew the licence for the next season.



6.3 Double Registration

In some cases, clubs sign prospective players who are not yet ready to play in the highest level of competitions and those players do not get enough playing time. To prevent a system where players are practicing but never getting a chance to play, the National Federation should introduce a double registration system. This would give an opportunity for players to improve their playing ability and mature

earlier. A player may exercise his right to play in a club of a lower level competition with double registration (licence) until (and including) the year of his 20th birthday if the club of main registration consents. The club in the lower division should not have the right to register more than two players with double registration. A player with a double registration

To prevent a system where players are practicing but never getting a chance to play the National Federation should introduce a double registration system.

could play for his main registration club in the senior league, the cup competition and the young category competition (under 19 category, for example), while for the lower division club he may play only in the senior competition. The double registration should be only valid until the end of a particular competition. The double registration of players may only be performed during a transfer period.

6.4 Number of Licensed Senior Players

Each team should have the right to sign only 12 players that are older than 18 years. This is to ensure that teams include the best junior players in their senior practices while giving adequate care to junior development programs. Another reason is that coaches are not using more than 10 players on average, for real playing time, per game. This would allow teams with smaller budgets to create a good team if they work well and scout players in the right way.

This also allows players to change teams if they do not have the opportunity to be one of the 12 signed players. Hopefully this will create more teams with equal competitive opportunities. This move will also educate team leaders, managers and coaches and push them in a more professional direction and force them to think carefully about the future of each player.

6.5 Foreign Players

Each country can have foreign players (players who do not have the legal nationality of the National Federation by which he is licensed) in their competitions. Usually top level competitions in the countries allow foreign players. In some cases the second level of competition also allow foreign players. Each country allows a certain number of foreign players in their competitions and each country has the right to establish its own regulations regarding the number of foreign players per club. Each country should study carefully its own situation, the quality of its basketball, the economic situation of the teams, the future of basketball, the development of its young players, etc. and according to all circumstances, decide on the appropriate regulation.

For international FIBA club competitions, the composition of the teams is not subject to any limitation concerning the legal nationality of the players. This means that each team might be composed of ten foreign players if allowed by the regulations of the competition. (There are international legal reasons for this regulation). As mentioned each National Federation and FIBA Zone may establish more restrictive regulations.



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7. Transfer of Players to Academic Institutions and Vice Versa

If a player, after having played for a club affiliated to a FIBA member (FIBA club) plays for an academic institution (NCAA) which does not recognize the FIBA Regulations governing the International Transfer of Players, and subsequently returns to a FIBA club, they are considered as having transferred from a non FIBA club to a FIBA club. In other words, their playing activities during their stay at the academic institution will be disregarded.

This is a very sensitive issue, but we are of the opinion that for many countries and players, it is beneficial to play in the NCAA. Unfortunately, the NCAA imposed extremely unfair and prohibitive regulations, in particular for basketball, and it is very difficult for players to study and play at the same time, and to be part of the best sport-academic structure.

The National Federation should regulate the departure of its players to academic institutions (e.g. NCAA). Players returning from their studies abroad and having spent up to one year studying, shall remain members of the club with which they were last licenced, with all rights and obligations arising therefrom. Players returning from abroad having spent more than one year studying, shall have the status of a free player upon their return.

A player who has not played for a FIBA club before playing for an academic institution and who wants to play for a FIBA club for the first time does not need a letter of clearance. He is eligible to play as soon as he has presented a written declaration to the National Federation, stating that he has never played for a FIBA club.

8. Letter of Clearance

For player transfers from one country to another, before he can be licenced by another National Federation, a letter of clearance must be obtained from the National Federation where they were was last licenced before he can be licenced by another National Federation. This document certifies that the player concerned is free to be licenced by another National Federation. The new National Federation may not grant the licence until it has obtained the letter of clearance from the National Federation of the country where the player was previously licenced.

A letter of clearance may not be issued to more than one National Federation at any time. FIBA may impose sanctions on a National Federation in the event of a misleading procedure. The letter of clearance may not be limiting or conditional. If applicable it should mention any sanctions that may be in force against the player.

A National Federation receiving a request for a letter of clearance, must reply within seven days after receipt of the request. The reply can either grant or refuse the clearance and must indicate whether the player in question was in fact licenced in the National Federation. If the request for the letter of clearance is denied by a National Federation, it shall immediately notify the party requesting clearance and the FIBA Secretariat, giving the reason for the refusal. The only reason for which a National Federation may refuse to grant the request for a letter of clearance is if the player is under contract to play for his club beyond the scheduled transfer date. Any refusal shall be accompanied by a copy of a valid contract duly dated and signed by the parties involved.



If there is no response within seven days, the requesting National Federation shall immediately notify the FIBA Secretariat. This communication must be accompanied by a copy of the first letter to the National Federation requesting clearance and a copy of the passport of the player in question. The FIBA Secretariat will not authorize the granting of the license without the letter of clearance unless there are exceptional circumstances (player is under 18 years old).

Any international transfers taking place without a letter of clearance are invalid. The National Federation issuing the license will be liable to a fine in accordance with FIBA regulations.

9. International Regulations When Players are 18 Years Old

If a player refuses to sign his first professional contract with his club of origin, and moves to a new club in another country the two teams should agree on a compensation sum to be paid to the club of origin. They should inform their respective National Federations and FIBA. If the clubs are unable to agree on the compensation, within eight weeks of the date on which a letter of clearance for the player in question was first requested, either club has the right to request that the compensation be determined by FIBA.

10. Disputes and Appeals

For international transfers between two FIBA Zones any dispute arising from a refusal to issue a letter of clearance shall be decided by the Secretary General of FIBA or his representative with the possibility of appeal. When the transfer proposed is within a FIBA Zone such disputes shall be decided by the Secretary General of the respective FIBA Zone or his representative, also with the possibility of appeal. Any appeal against decisions relating to disputes, no matter whether these decisions have been made by FIBA or a FIBA Zone shall be submitted to the World Appeals Commissions, in the manner prescribed in the FIBA regulations.



11. FIBA and the NBA/WNBA

As more and more players are going to the NBA/WNBA it is important to know that FIBA has signed an agreement with NBA/WNBA which regulates the transfer of players from FIBA teams to the NBA/WNBA and vice versa. All disputes which may arise will be resolved finally and conclusively by an International Arbitrator selected jointly by the parties. Hearings before the International Arbitrator are held in London, England.

We would strongly recommend that any dispute be resolved in advance and with mutual cooperation between FIBA club and the NBA/WNBA club. The only reason for a refusal of a transfer of a player to the NBA/WNBA is an existing and validly binding contract with a FIBA club. The contract has to be clear



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and the FIBA club must be sure that all its obligations towards the player have been fulfilled in total. If contract obligations have not been met by the FIBA club, and if agreement is not reached with the NBA club, the International Arbitration will most likely decide in favor of the NBA/WNBA club.

The FIBA/NBA/WNBA agreement also regulates the participation of national teams players in the official FIBA competitions (Continental and World Championships, Olympic Games and any competition in which the national team is required to participate in order to qualify for the above mentioned competitions). The National Federations are obliged to pay reasonable and adequate insurance coverage requested by the NBA/WNBA teams according to the agreement.

12. Insurance Coverage for Players' Participation in National Team Competitions

FIBA Internal Regulations foresee that the club with which the player is under contract is responsible for covering the player's insurance costs in the case of injury or illness whilst on release from the club for playing for a national team. Recently, under the agreement signed between FIBA Europe and ULEB (Union of European Leagues), FIBA Europe undertook the responsibility of ensuring that all involved National Federations will use the insurance coverage for national team players who participate in the competitions organized by FIBA Europe. Our strong recommendation is that each National Federation has insurance coverage for players who participate for national teams.

13. Player Agents

An agent is the representative of an individual. Nowadays the increasing professionalism of sports means that players are certain to have an agent helping with contracts or other issues related to his professional duty. As soon as players start becoming successful sponsorship appearances, media relationships, training,

competition and the travel that goes along with it, means that the player does not have a lot of time left and his sporting performance may suffer.

An agent in basketball needs to be able to find employment for average players and not just for top players.

An agent can shoulder a lot of this administrative burden. At the beginning of their careers, players need agents even more

than at the end of their career. The agent's extensive network of contacts and connections with teams in many countries are also essential for players, as they do not necessarily understand the market or know where the best opportunities are. An agent very often plays the valuable role of friend or even counselor in helping the player to solve personal and professional problems and give psychological support.

The main tasks of an agent working with basketball players are to represent the players, speak in their name and make the clubs aware of them, then find them a place at a club. Here it will not necessarily be the club paying the most money that is chosen, as other issues could be even more relevant; such issues could be a good environment, the need to play regularly, a reserve position for an older player, a young player needing to work with a good coach and so on. An agent in basketball needs to be able to find employment for average players and not just for top players, as the wrong club could end the career of a player. Other important tasks are to negotiate the contract, protect the player's salary, help him settle in a new environment and make sure the contract is made in accordance with the law of the country. There are definitely more advantages than disadvantages to having an agent in basketball.



Whether through regulations or guidance, the National Federation should put in place some form of mechanism which allows for the maintenance of an up-to-date list of certified agents who athletes can consult – the internet could be used for this purpose. The regulations or guidance should also include a standard contract or, at least, a minimum set of points which should be included in a contract between an athlete and an agent. The contract should be in writing, in a language understandable to both parties; it should state the duration (ideally short) and how it may be terminated; the contract should make clear how any disputes will be resolved and how, and by whom, the agent will be remunerated.

The majority of players regard their agent as one vital component in their overall bid to become the best in the world. If the players are to truly focus on being the best in the world through maximising their training and preparation, there is a need for agents to be part of the basketball family and to be recognized as serious partners in the basketball environment. The agent provides the athlete with the time, space and security to maximise his preparations and plan for the future. The National Federation must share this understanding and play its part. The National Federation must get back in touch with the players. They are the ones who make our sport what it is, and bring back the audiences year after year.

14. Code of Ethics for Player Agents

It is recommended that the National Federation should have a Code of Ethics for the player agents. Here is an example of a Code of Ethics for Player Agents.

Agents have an obligation to be familiar with this Ethics Code (or as it may be amended from time to time), other applicable ethics codes, and their application to the agent's work. Lack of awareness, or misunderstanding of an ethical standard, is not in itself a defense to a charge of unethical conduct.

An agent should, in personal and public life, strive to enhance the status of the profession and promote its qualifications to truthfully serve his/her client applying all reasonable efforts to assist the client in procuring employment.

Agents shall not engage, directly or through second/third parties, in uninvited in-person solicitation (of any sort) of business or services from minors (youth and young players below the age of eighteen – 18) right before and during Youth Championships.

An agent will represent their client in good faith and should demonstrate integrity and objectiveness.

An agent will maintain an office, records and such materials normally deemed necessary to conduct business as an agent.

An agent will maintain confidentiality in all dealings on behalf of the client both during representation and after the representation has terminated.

An agent will maintain an accessible office and telephone number during all reasonable business hours and will be, available at all reasonable hours, for consultation with the client.

An agent will inform the client, upon request, of any all activities undertaken on the client's behalf.

An agent will pay each client their share of all monies received on behalf of the client in a timely manner. All monies belonging to the client received by the agent, shall be faithfully accounted for by the agent and promptly paid over to the client.



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An agent will inform a new client of the commission and fees due to them for their services.

An agent will negotiate terms and conditions of any employment opportunities offered in consultation with the client and will accept employment on the client's behalf only after informing the client of his or her obligations, such as details of fees, performance credit (bonuses, fines, all specific terms), working conditions and so on.

An agent will recognize and uphold the client's prerogative to refuse any and all employment opportunities offered.





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1.7 GUIDE FOR BASKETBALL FACILITIES



WHY YOU SHOULD READ THIS CHAPTER?

Building the Facility That is Right for You

The building or the refurbishing of basketball facilities is a vast, technical topic.

It requires financial as well as technical knowledge, plus it requires support from the political and social communities in the area.

This chapter is not designed to outline all the details mentioned above but to highlight the requirements needed to ensure that the right facility is being built.

Before building or refurbishing, you need to carefully evaluate what's best for you, for basketball in your area, but also for your community as such. This means that your facility should be created to fulfill a need.

To persuade your local authorities that a basketball facility is what is needed in your area you need to be prepared to answer questions. The better you are prepared, the more you can prove the facility will be used at full potential. This preparation will lead to greater success.



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1. Introduction

The objective of this chapter is to give guidelines for the National Federations for the construction or refurbishment of basketball arenas. The following three facilities are detailed in the guide:

- Basketball facilities for high-level competitions
- Small basketball facilities
- Outdoor and semi covered courts

When deciding the size of a new basketball facility, demand is a fundamental element to be considered, since the supply of services, including the planning is to be promoted and organized accordingly. The demand for facilities depends on:

- The favorite sports activities of the population
- The sports interests of the population
- The promotion of local sports events
- The existing sport facilities

Over the past few years the demand for sports has been increasing in almost every country, partly under the influence of mass media, thus converting sports events into great social happenings. An aspect to be considered separately is a modern concept of planning facilities based on the idea of real entertainment not just merely a basketball game. In many countries, mainly due to economical conditions outdoor or semi-covered basketball facilities are preferred to the indoor halls. With high quality sport equipment (i.e. synthetic floorings, backstop units, etc.) the training of the young basketball players can be very effective.

The main advantage provided by indoor basketball facilities is the total independence from meteorological conditions. Smaller facilities may this way be exploited by planning their use according to a weekly timetable envisaging the presence of school pupils in the morning, young people belonging to sports associations in the early afternoon. Finally, in the evening, basketball is practiced by working people wishing to remain healthy and physically fit.

Facilities where high level basketball competitions take place, in order to fill the arena that often has the capacity of more than 10.000 – 15.000 spectators, the idea of multifunctional purpose should be studied. For these facilities two main aspects deserve consideration:

- the organization of various events and/or entertainment
- the multifunctional use of the areas for the practice of sports

Apart from conceiving facilities as multifunctional infrastructures catering for different sports, it is advisable to envisage their use also for other purposes than sports competitions (for instance: concerts, fairs, public meetings, etc.) The advantages of this approach include increased direct proceeds from the hiring of auxiliary services (bar, cloakroom, car parks, etc.) as well as advertising banners, which may reach a wider target.

The correct management of sports facilities is not easy. The under-exploitation of facilities, low levels of personnel efficiency, inadequate service, running costs are all aspects on account of which facilities often become unmanageable. Unfortunately the management problem is often raised when the construc-



tion of the facilities is already advanced or even completed. Particularly for high-level sport facilities, the managers are often confronted with the situation of formally beautiful facilities, which end up being unmanageable on account of excessive administrative and personnel costs as well as complicated maintenance. Therefore when planning to construct a new basketball facility, the National Federation shall assess the following:

- Catchments area of the structure
- Location of the facilities in the local sports environment
- Adequate service provision
- Sports activities practicable within the arena
- The use of facilities by individual users, associations, etc. (Professional athletes, spectators, amateur sportsmen, etc.)
- Sport management personnel
- Costs

In order to avoid problems in the future, a budget shall be prepared that includes the following major items:

- Income, deriving from sport competitions, cultural programs, fairs, sports practice, etc. and advertising and marketing activities.
- Expenditure, that is consumption, technical services and administrative/personnel expenses.

When all the above criteria are carefully studied, the national federation, local governments, etc, can decide on the capacity and the function of the new arena.

In the next section, the requirements for facility with different functions and capacities are detailed.

2. Basketball Facilities for High Level Competitions (+3000 seats)

The following events are considered as high level basketball competitions with the minimum seating capacities indicated:

- The Olympic Tournaments
 - Preliminary round: 7,500 seats
 - All further rounds: 12,000 seats
- The Olympic Qualifying Tournaments for Men and Women
 - Preliminary round: 6,000 seat
 - All further rounds: 10,000 seats
- The FIBA World Championship for Men
 - Preliminary round: 7,500 seats
 - All further rounds: 15,000 seats
- The FIBA World Championship for Women





- Preliminary round: 4,000 seats
- All further rounds: 8,000 seats
- The FIBA U-21 World Championship
 - Preliminary round: 4,000 seats
 - All further rounds: 8,000 seats
- The FIBA Women’s U-21 World Championship
 - Preliminary round: 4,000 seats
 - All further rounds: 8,000 seats
- The FIBA U-19 World Championship
 - Preliminary round: 4,000 seats
 - All further rounds: 8,000 seats
- The FIBA Women’s U-19 World Championship
 - Preliminary round: 3,000 seats
 - All further rounds: 5,000 seats
- All Continental or Zone Championships, including all qualifying tournaments and games for these championships
 - Preliminary round: 5,000 – 8,000 seats
 - All further rounds: 10,000 – 15,000 seats

In order to be approved by FIBA for high level competitions, the basketball facilities have to meet the basic requirements contained in this section. For further details please refer to the FIBA Safety Standards publication.

2.1 Parking Areas

Every facility shall be provided with sufficient space to be used as parking areas for personal and public transport vehicles. Special arrangements should be made for those involved at the game (players, referees, game officials, media, etc.)

Spectator Parking

The minimum of total parking area shall conform with the construction regulations in force but not be less than 1 square meter for every spectator.

Participant and Guest Parking

Adequate parking places are provided for the athletes’, officials and the representatives of the media. These parking shall be located in the close proximity of the relevant entrances.

Television Broadcast van parking

Sufficient space to form a TV compound must be provided at each stadium for the parking of all production vehicles, OB vans, transportable earth stations and computer technical vehicles. It must be fully secured with no access for the general public.



2.2 Arena Access

The entrance hall shall provide for the unhindered flow of the public, where secure and separate access shall be guaranteed for the following groups:

- Teams
- Referees and game officials
- Accredited media representatives
- VIPs
- Volunteers
- Local staff

2.3 Sports Activities Areas

In addition to the central playing court, it is recommended to provide at least two other courts with a minimum seating capacity for training purposes and pre-game warm-ups, as well as a work-out and fitness room measuring at least 50 square meters for training and specific muscle exercises.

Playing Court

The playing court shall be rectangular, level, made of wood and clear of any obstacles, measuring 28 meters x 15 meters with a minimum height of 7 meters.

Playing Area

In addition to the central paying court, the playing area includes a 2 meter wide perimeter line around the court's end lines and sidelines. The outer limits of this perimeter might have advertising boards (at least on the 3 sides, opposite to the players' benches and the scorers' table).

Provisions should be made in every facility for a further line at least 1.80 meters in width, off-limits to the public and reserved for:

- Commissioners, photographers at the ends of the court
- An external safety area, on the length of the court
- Game officials and team benches on one length of the court

The first row of spectator seating may not be less than 5 meters away from the playing court's outer limits.

2.4 Support Services Areas

The support services areas comprise all the zones where operations which are essential to competitions are carried out. It is recommended to plan with a height of at least 2.70 meters. In the changing rooms, toilets and showers, the height shall be no less than 2.40 meters.

Athletes changing rooms

The facility shall be equipped with at least 4 changing rooms for the athletes. The rooms shall be divided up to the following functions:

- Area where the players get changed with synthetic or tiled floor. It shall be equipped with benches, coat racks or wardrobes, one small bed for massage and one blackboard. (Minimum 20 square meters)



- Antechamber with non-slip waterproof covering, that links the changing rooms with the toilets and showers, equipped with mirrors and coat racks. (Minimum 5 square meters)
- Shower area, covered with non-slip waterproof material, with at least 4 showers for 15 persons. (Minimum 12 square meters)
- Toilets and washbasin

Changing rooms for referees and other game officials

At least 2 changing rooms for the referees and other game officials should be planned with a minimum surface of at least 15 m². The officials' changing rooms shall include the following:

- Area where the officials get changed with synthetic or tiled floor. It shall be equipped with benches, coat racks or wardrobes, one small bed for massage and one blackboard. (Minimum 12 square meters)
- Antechamber with non-slip waterproof covering, that links the changing rooms with the toilets and showers, equipped with mirrors and coat racks. (Minimum 3 square meters)
- Shower area, covered with non-slip waterproof material, with at least 2 showers. (Minimum 8 square meters)
- Toilets and washbasin

Staff changing rooms

The staff changing rooms shall be sized based on the number of staff involved in the preparation of the playing court, cleaning, technical plant maintenance, etc. These rooms shall be located away from the area of the athlete's and officials' changing rooms.

Doping control area

The doping control area must be located inside the building, so that it may be easily reached from the playing area. The area shall accommodate at least 10 persons at the same time. The doping control station shall not be used for any other purpose such as storage, sick room, office, toilet, etc. The room must contain the following:

- A waiting area with chairs (Minimum 15 square meters)
- The doping control area itself, where the controls are carried out shall be equipped with a series of visible toilets with front facing mirrors (Minimum 15 square meters).
- A sanitary area with a shower (Minimum 5 square meters)

First aid area

The first aid area shall enable first aid as well as normal preventive medical consultation to be given and be within easy reach of all the other sections of the facility.

There shall be a separate first aid room for the players and the public. The first aid room for players shall be situated so as to be directly and rapidly reached by the emergency services outside the hall as well as from the playing court itself. The access shall be possible from the ground floor and free of all obstacles, so the injured player may be conveyed there quickly.

The first aid room for the public shall enable first aid to be administered to the public. It shall be easily accessible from the tribunes and to the ambulances coming from outside the hall through reserved routes.



Both areas shall include a toilet and a sink preferably with an antechamber allowing direct access from the first aid room. The area shall be adequately equipped and have a minimum dimension of 30 square meters. The furniture and equipment shall include:

- A bed for medical examinations, approximately 2.40 meters long and 0.60 meters wide
- A folding stretcher
- A desk with armchair
- A wardrobe
- A coat rack
- An oxygen cylinder

Storage rooms

The storage rooms shall be lockable and large enough to hold all the equipment necessary for the various sports. This area shall enable easy access of all equipment from outside the hall and unhindered transportation of the equipment within the building. There shall be a separate room for storing the material of the International Federation/commercial partners.

Administrative offices

The offices shall allow the facility's technical administrative operations to be carried out. They shall be sized according to how large the arena is, although it is recommended that every area have a floor space of no less than 20 square meters. For high level competitions, offices shall be dedicated to the International Federations' President/Secretary General and Secretariat.

Hospitality Area

The Arena shall be equipped with a hospitality room, which shall be situated close to the Tribune of Honor. The following of reserved areas shall be provided to receive VIP guests in an efficient and functional manner:

- At least 1 hospitality room that is suitable for at least 100 persons
- A least 1 small reserved room for approximately 15 persons

Parking spaces for a minimum of 50 cars shall be positioned in an easily accessible area well connected to the inside of the hall and possibly close to the hospitality room.

Media Area

Particular care is required in terms of positioning of media representatives and the facilities they require. In order to provide appropriate working conditions for the media, the arena shall have the following facilities: (For further details please check the Media relations section.)

- Media entrance
- Media welcome desk
- Press and commentator tribunes
- Media workroom
- Press conference room
- TV area and facilities



- Photographer area
- Mixed zone

2.5 Tribunes

Spectators' tribunes

Areas intended for spectators shall allow free movement of members of the public, including persons with a disability and a comfortable view of the sporting event.

The first row of the spectators' seating shall not be less than 5 meters from the perimeter of the court. Every facility that has a crowd capacity in excess of 2000 shall have areas subdivided into sections. The capacity of each section shall not exceed 400 spectators in each one. Every section shall have at least 2 exits.

The area intended for spectators shall be equipped with toilets and first aid facilities in accordance with local hygiene and safety standards. It is also recommended to construct refreshment and rest areas for the spectators.

VIP tribune (Tribune of Honor)

The tribune of honor shall be located in a central position, close to the playing field and if possible, opposite to the players' benches. It shall be suitable for at least 50 guests and shall be right next to the VIP hospitality room. The area shall be inaccessible for the public.

Participants' tribunes

A sufficient number of seats shall be reserved in a special tribune for the players, coaches and other officials of the participating teams.

2.6 Technical Installation Plant

The technical installation plant is required to ensure suitable environmental conditions in terms of air, lighting, etc. These requirements are met by providing rooms and equipment for the following technical installation systems:

- Electricity
- Lighting
- Heating and air-conditioning
- Water and sanitary facilities
- Sound systems
- Fire safety facilities
- Energy saving systems

3. Small Basketball Facilities (100 – 3,000 seats)

It is recommended to construct small basketball facilities for:

- National Basketball League games
- School activities
- Sport clubs
- Multisport Associations



To make a facility as useable as possible, it is recommended to allow a certain number of functions which could take place either simultaneously or at different times, i.e. to make a multi-purpose structure.

The facility can be subdivided into the following sections:

- Sporting activities section
- Support services section
- Public section
- Technical plant section

3.1 Sporting Activities Section

The sporting activities section is the central component of the facility. In the below diagram the perfectly regular playing court is envisaged with small spectator section on one side for 100 people. In case of demand, telescopic tribunes can be installed around the playing court.

The playing court shall be a rectangular, flat, hard surface free from obstructions. For the FIBA competitions, the dimensions shall be 28 meter in length by 15 meter in width, measured from the inside edge of the boundary line.

The height of the ceiling or the lowest obstruction shall be at least 7 meter. The playing surface shall be uniformly and adequately lighted. The light units shall be placed where they will not hinder the players' vision.

The playing court shall be at least 2 meters away from the spectators, advertising boards or any other obstruction including the bench personnel.

3.2 Support Services Section

The support services section consists of all places where functions are carried out, such as changing rooms, first aid services, storage rooms, administration facilities, etc. Such areas should be planned totally free of architectural barriers to the extent that they are useable by the disabled. It would be a good rule to make specific provisions for at least the following:

Changing rooms:

At least two rooms for the athletes shall be foreseen and one for referees, which if of a certain size will be able to be used as three athletes' changing rooms. In addition to that provision should be made for one room for court officials, which can be used outside of the competition times as a trainer's changing room.

All changing rooms shall be fitted with showers and toilets. The space necessary for each person to undress and change which can be defined as a "changing area" should be calculated at 1.6 square meters per person.

First aid room:

This area must allow quick medical action as well as normal preventive medical consultations. Therefore, this area shall be located in such way that access is easy. It should be fitted with an examination table, a stretcher, a writing desk, a cupboard, a coat peg and the relevant medical equipment for the first aid.

The first aid room shall be available for both the athletes and for the members of the public.



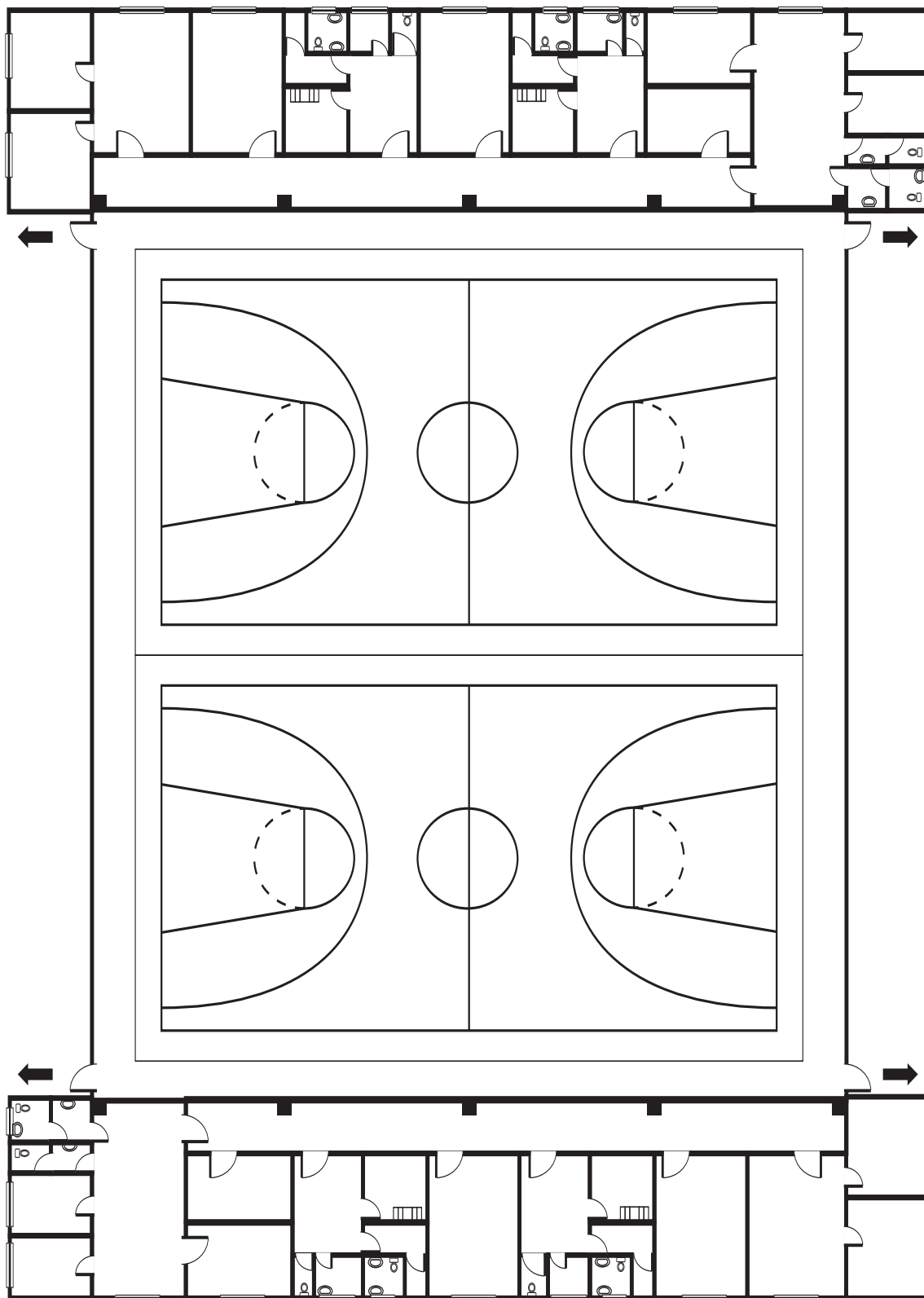
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Small basketball facility plan





Equipment storage:

This should be of a sufficient size for the storage of various pieces of equipment and must allow easy access from outside of the sporting facility with the same ease of access to the sporting activities area. The temperature and the humidity level must be kept within suitable levels so as not to damage the wooden equipment stored on site.

Administrative office:

This must allow for the facility administration and coaching staff to carry out their work, with a floor space of at least 10 square meters, although this should be assessed depending on the requirements of the sports facility in question.

3.3 Public Section

The public section allows spectators to view sporting activities as they take place, as well as all the ancillary and additional functions such as entry and exit to and from the facility, payment for tickets and the care and hygiene of each person. The public section consists of:

- Foyer
- Ticket office
- Bar – cloakroom
- Toilet facilities
- Seating

Foyer:

This serves as a channel of the public entering and leaving, provide public information services about activities and match results, enable checks by staff members as well as providing telephone and ticketing services. The area in front of the foyer can be used by spectators for parking. (It is advisable to calculate 1 square meter parking per spectator.)

Ticket office:

This must be located so as not to block the flow of the public. For security purposes it would be a good rule to fit out the premises with protection from break-ins or people climbing over.

Bar – cloakroom:

Provision may be made for this in the immediate vicinity of the staircase to allow spectators quick access to the refreshment service. The cloakroom service can be integrated and built in an appropriate size, depending on the requirements and according to the location of the facility.

Toilet facilities:

At least two toilets should be planned, respectively for men and for women, in an easily accessible location, each one equipped with a vestibule and a toilet, including one for disabled.

Seating

Seating for members of the public must allow access, ordered spectator seating, viewing of the court, access to various services (toilets, bar, etc.) and shall be built in such a size in accordance with the requirements. Given the multi-purpose nature of the structure, fixed seating may be replaced with pre-fabricated or telescopic stands which can be removed for sporting activities not attended by the public



3.4 Technical Plant Section

Power plant:

This enables installation of the technical plant necessary for the operation of the facility (heating, air-conditioning, etc.) with a minimum floor space of 10 – 15 square meters, which can vary depending on the requirements and the size of the sports facility.

Heating ventilation room:

This must be located in the immediate vicinity of the power plant and will be used for mixing air at closely regulated temperature and humidity levels as required for the use of the facility.

Supplementary plant room:

Provision may be made for the location and monitoring of the plant (production of hot water for personal use, water for showers and toilets, fire extinguisher systems, lighting protection, earth-fault protection, electrical systems including transformers, distribution, normal and emergency lighting, service signs, security and public address systems, etc.)

4. Outdoor Facilities

As previously mentioned, in many countries due to economical or climatic reasons the construction of outdoor basketball courts is necessary.

It is important to place the outdoor basketball courts in the immediate proximity of facilities already providing for the possibility of socialization such as schools; existing sports centers; green spaces available in densely inhabited areas; parking facilities that are not in frequent use; and trade fairs exhibition areas.

Moreover, it should be reminded that it is possible to realize outdoor basketball courts in tourist sites that experience seasonal peaks in population to allow an alternative for leisure time (i.e. outdoor facilities built in proximity of beaches in seaside locations).

4.1 The Playing Court

As in the case of indoor facilities, the outdoor playing courts should also measure 28 meters x 15 meters with a perimeter zone of 2 meters. The court shall be free from any obstacles. For outdoor

It is important to place the outdoor basketball courts in the immediate proximity of facilities of socialization.

basketball courts a slope of maximum 1 per cent is allowed from the center of the court to allow easy run-off of water in the event of rain.

In outdoor basketball courts another climatic factor may arise, that is solar radiation, glare affecting players and referees should therefore be kept to a minimum by ensuring that the sun is in a lateral position with respect to the main axis of the court of play. Therefore, a North/South orientation of the main axis with a tolerance of 10° to 15° deviation is advised depending on the country where the court is built.

The above consideration will also have to take into account the latitude at which the court is being built. In addition to the playing court, additional optional structures such as changing rooms and lighting for evening and night use of the field may be present.

The construction of the changing rooms will have to be cost-effective and environmental friendly.



4.2 Area Parameters

The specific characteristics of the area where the outdoor basketball court will have to be built, in addition to the more general features specified above, are as follows:

- the site should take into account the need for the proper orientation of the court and any future extensions;
- the site is to be chosen according to the geographical characteristics and morphology of the terrain: it should be geologically stable and flat in order to limit earth movements and the need for supporting structures (walls, etc.);
- the site should not be prone to flooding and should not need anything more complex than a simple drainage system;
- the site should be protected from particular weather conditions such as strong winds (for the building of natural windbreaks);
- the site should be in a location that has an integrated transportation network system (roads; railways; buses; underground, etc.) to enable visitors to gain access to the site easily; to enable the access of emergency vehicles; and to allow the orderly and safe dispersal of spectators crowds;
- the site location must allow easy use of public services such as lighting, water and sewage;
- the site is to have a flexible character, in order to allow for multi-purpose use of the playing court and a subsequent possible conversion of the court into a different use according to future requirements;
- the area must be built away from large electro-magnetic sources and noise pollution for screening reasons;
- the area is to be subject to a simple geological inspection in order to ascertain which type of terrain is present and to establish whether there are underground water streams.



4.3 The Surface

Having determined the location, dimensions and orientation of the court, an analysis of the construction concepts should be provided so that the building work can proceed. To do this, it must consider how the surface will be built with the appropriate subgrade (binder). The structure of the surface will be as follows:

- base level
- base course
- subgrade
- surface



Base level (excavation and filling material)

This is the base on which the various layers of the surface must rest; therefore, it must have the necessary stability and uniformity requirements. If the chosen site is flat, general excavation will be carried out to eliminate the top layer by cm 30 to 40.

If the site is on a slope, excavation will be by terracing of the higher part, transporting the material to the lower part, and containing the material with support work. Adequate consolidation should be ensured to avoid subsequent differentiated settlement or subsidence.

Base course (aggregate)

The base course consists of granular material, from a river or quarry, stabilized with natural binding material or crushed quarry stones in continuous grading, covered with gravel and chippings 8-10 cm thick, well rolled and compacted. Compaction tests must be carried out on the aggregate in line with the current regulations at the place of construction.

The two solutions that are possible for the type of surface and its subgrade are asphalt and concrete surface.

Asphalt surface:

Subgrade (binder)

The subgrade will consist of hot bitumen-coated chippings, spread with a vibratory finisher and rolled with a sufficiently heavy roller, after spraying the aggregate with bitumen emulsion. The function of this layer is to link the surface subject to wear and the base course, and it will therefore not be as resistant to wear as the upper layer.

Surface (upper layer)

The upper layer will consist of hot bitumen-coated chippings and sand, spread with a vibratory finisher and rolled with a sufficiently heavy roller, after spraying the binder below with bitumen emulsion.

The mixture of components must guarantee a surface which is uniform, resistant to the compression of active loads, flexible and resistant to abrasion and stable in external temperatures. It must be possible to paint the surface, to mark out the court, and it must also be possible to apply a resin or rubber surface.

Concrete surface:

Subgrade (concrete base)

The base will consist of a 9-10 cm layer of concrete, with cement mixture of 350 kg/m³, reinforced with electrically welded mesh, and placed on the underlying layer of fine sand 2-3 cm thick, separated by a polythene sheet (2/10 thick). The function of the sand and polythene is to separate the base from the aggregate and therefore allow movements of the base due to shrinkage and variations in temperature.

Surface (base finishing layer)

The base must have a surface finish with cement screed and final finishing and smoothing; the court lines should then be painted on.



The choice of one solution over the other will depend on the availability and therefore the cost of the materials, and the heat and climatic conditions of the place where the facility is to be built.

For both solutions it is highly recommended to use a PVC resin or rubber surface.

4.4 Basketball Equipment

The following equipment will have to be provided:

Baskets

A pair of baskets fixed to the ground with one or two poles, for each basket, placed at a height of 3.05 m from the ground. The distance of the pole from the end court line must be at least 1 m.

The backboard and net must comply with the dimensions laid down in the regulations while the choice of material must take into account the problems of damage and wear due to the meteorological and climatic conditions of the place where the facility is built.

Players' benches

These must be set out on the same side as the court officials' table.

They can be either benches or seats for coaches and players who are temporarily not on the court. The bench area must be marked out in accordance with FIBA rules.

Court officials' table

This must be set up alongside the half way line. It must be positioned at a distance not less than 1 m from the side line.

4.5 Additional Options

In addition to the general requirements described above, some other items can be provided, to make the facility more comfortable.

PVC resin or rubber surface

The main addition which would make the basketball facility more comfortable could be a PVC resin or rubber surface. This surface may provide considerable improvements in terms of any abrasions when players fall, flexibility, shock absorption, more controlled friction etc. The FIBA rules allow these surfaces to be used even in some international competitions.

Fencing

The court, measuring 32 x 19 m including the outer bands, can be surrounded by a fence, probably made from wire mesh to a height of at least 3 m. This fencing must be of such a size as to resist any lateral pressure by a load in accordance with the safety standards where the facility is built.

The choice of the dimensions and technical features of the fencing will depend on the cost and availability of the product and will be in line with the current safety regulations.

The fencing will be supported by posts, possibly galvanized, and fixed in the edging which will be completely buried on the perimeter around the entire court. Access to the court will be through two gates situated at the corners of the fence, each possibly being no less than 1.20 m.



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Changing rooms

If there are no changing rooms at all in the immediate vicinity, it is recommended that a structure should be built for this purpose. This structure can be of a prefabricated type in metal or PVC resin or in another suitable material. This allows the structure to be erected and dismantled extremely easily and quickly as required.

Alternatively, changing rooms could be provided as a fixed structure in concrete, steel, laminated wood etc, with obviously higher costs. In this case the structure must also include changing rooms for referees, a first aid room, storage, etc.

Multiplying the court

In the planning phase, it would be advisable to provide for an adjacent free space alongside the court, where it would be possible to build a second or third court, in the near or distant future. In addition to bringing down the building costs, this would allow savings in the management of the facility and a better service to the user if extension were necessary.

On the above drawing the central court, which is equipped with spectator tribunes, benches for the players and the scorers' table, is surrounded by 4 other courts. In addition to the playing fields, tents are installed that can serve as refreshment area for the participants and for the public, first aid room, administrative office, VIP room, etc.



5. The FIBA Research and Study Centre

The FIBA Research and Study Centre was founded in 1993 with the objective to equip and increase the number of sports facilities throughout the world, encourage the construction of basic facilities and the refurbishment of older ones, coordinate research initiatives and offer consulting services for materials, equipment design and construction. The goal was to attain a high standard of quality, safety and technology for the athletes, the public and the media. All of this could be obtained by a constant management and inspection of facilities and equipment.

One of the main tasks of the FIBA Research and Study Centre is to produce publications concerning the construction and safety of basketball facilities. So far the "Guide to small basketball facilities", the "Guide to basketball facilities for high level competitions" and the "FIBA safety standards in halls" were published. In the very near future the new "FIBA outdoor facilities" publication will be finished.

In the 2004 edition of the FIBA Internal Regulations it is stated:

"Before each official competition of FIBA, the court as well as all the technical equipment must be examined and approved by the appropriate body of FIBA. Only technical equipment whose make and type have been approved by FIBA (Study Centre) may be used on the occasion of main official competitions of FIBA."

There are more than 75 top quality sports equipment manufacturers received a FIBA certificate in the following categories:

- Backboards Support Units
- Wooden Floorings
- Synthetic Floorings
- Electronic Scoreboards
- Electric and Electronic Systems
- Miscellaneous Products
- Basketballs

For further details, please visit on the HYPERLINK "<http://www.fiba.com>" www.fiba.com website the Equipment section.



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AFTER HAVING LAID THE FOUNDATIONS OF YOUR ORGANISATION IN SECTION 1, THIS SECTION TALKS ABOUT GROWING YOUR SPORT IN YOUR COUNTRY. FROM MINI BASKETBALL TO NATIONAL PROGRAMMES AND THE MEDICAL CHALLENGES THAT THEY IMPLY, THIS SECTION PROVIDES YOU WITH THE HINTS YOU NEED.





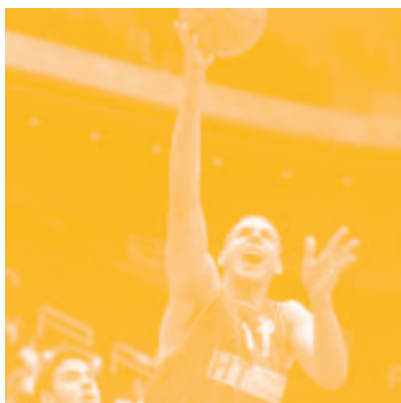
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2.1 MINI BASKETBALL



WHY YOU SHOULD READ THIS CHAPTER?

Mini-Basketball is our Answer to Children's Sedentary Behavior

2005 was the United Nations' International Year of Sport and Physical Education. Many initiatives were created around the world, to promote sport as a mean to improve people's quality of life through physical exercise. Programs were also created to recognize the use of sport as a promotional tool in creating peace and understanding between people.

As the world's governing body for basketball, we are very proud of our Mini-Basketball concept. While being aimed at kids and to exclusively promote the practice of basketball amongst them, it achieves many other objectives we also share with the United Nations.

Mini-Basketball is our way to promote physical education through the practice of running, jumping, change of speed and direction. In short, it is our proposal to assist those who design physical programs for kids around the world.

This chapter tells you about the basics of Mini-Basketball and how it is specifically designed for kids and teenagers, who have yet to develop the same physical abilities as adults.

Mini-Basketball is here to help you get kids moving, to introduce them to our sport and hopefully inspire them to continue participating for many years.



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1. Introduction

Mini-Basketball seeks to introduce children to the world of Basketball, indeed to the world of sport, in a friendly, caring environment.

Mini-Basketball is the first step in preparing children for Basketball. In its self it offers children a great many skill experiences – running, jumping, change of speed and direction, handling a ball and shooting at a target - which should feature in every sound physical education curriculum.

Mini-Basketball should emphasize the sporting and educational benefits - an approach designed specifically for children. The main mission of Mini-Basketball should be to provide opportunities for children of all abilities to enjoy rich and quality experiences and ensure they are enthusiastically encouraged to transfer to Basketball.

Mini-Basketball is essentially a modification of the game of Basketball but it is important not to make children play a game that is not suitable for their physical and mental development, so change the adult game to suit them!

Recognize that Mini-Basketball and Basketball has a great deal to offer to society supporting national campaigns, like 'healthy eating', 'taking regular physical exercise', 'overcoming obesity', 'no smoking', 'no drugs' and 'avoid AIDS'.

2. Role of National Federations

The development and management of Mini-Basketball should be an integral part of every National Federation, not a separate organization.

The National Federation should oversee, monitor and resource the national programme. It is important to have a Mini-Basketball committee, made up of experienced and committed coaches, teachers, officials and administrators of Mini-Basketball. The committee should meet regularly, evolving the philosophy and the development plan, commending the delivery of programmes that have regard for the age and experience of the children.

The National Federations should be prepared to engage in dialogue with other national federations to share experiences and good practices. One does not need to re-invent the wheel, build on other's successes.

Every effort should be made to win the wholehearted support of the national education authority to ensure that experienced trainer teachers can participate in the work of the national committee. It should encourage regional and local forums of coaches and teachers to meet, plan and cooperate in the delivery of the national development plan.

Each National Federation should establish reward system for tracking of players from the mini level to the national team selection and all children participating in mini basketball should be licensed.

3. Preparation of Leaders of Mini-Basketball

To deliver an ambitious programme of club Mini-Basketball it is essential to win the interest and commitment of those who work with children - teachers, youth and social workers, providers of social leisure and sporting facilities.



Most children hold great respect for their teachers and are readily influenced by them. It follows teachers must be encouraged to have an empathy with Basketball and Mini-Basketball, Where physical education figures in the national curriculum of schools it is important that teachers are made aware of the fundamentals of Mini-Basketball and their rightful place in their physical education lessons, from the earliest age through the primary education phase.

For Mini-Basketball it is essential to win the interest and commitment of those who work with children.

Each National Federation should launch the project of teaching teachers in the primary schools how to conduct mini basketball sessions and establish close collaboration with the school system and school sports calendar.

The challenge will be to provide schools with the appropriate equipment- adaptable height goals and varying size balls, with sufficient to ensure every child has ample opportunity to experience the learning of the skills. The teachers will, in many cases, become ambassadors of Mini-Basketball encouraging the children to participate in out of school clubs and events and eventually to move smoothly to Basketball. Some will become the next generation of coaches! It follows there needs to be a comprehensive training programme for teachers.

To ensure there are sufficient coaches to deliver an imaginative development plan, it will require creative thinking to identify and recruit from basketball players, teachers, youth workers, social workers and parents, offering an intensive and extensive training. One has to win their commitment and dedication.

In Mini Basketball coach-instructor has to be a good demonstrator to show the children some moves. Coaches should introduce children to the fundamentals of basketball, working mainly on the individual techniques.

Coaches in mini-basketball are extremely important and way of work in mini-basketball should be carefully determined. Standard of work in mini-basketball could be raised only by working to a common program which has to be determined by the experts. Each NF should have curriculum content and management strategies for training teachers, coaches, instructors and officials, including health & safety and curriculum content for teaching the skills and rules with differentiation in respect of age and experience of players. Coaches should know how to teach, how to communicate, how to use appropriate teaching and training methods and how to train rather than inform.

The programme must include: through theoretical and practical experiences, a good understanding of methodology, psychology, physical development, education and specialist sport training. It is essential the aspiring coach knows 'How children grow', How chil-





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dren learn skills', 'Why children worry & how best to help them', 'How to create the best learning environment', 'How best to plan a scheme of work and prepare the series of training or lesson plans'.

Those who are in the initial learning stage of coaching will benefit from regular mentoring from experienced coaches of Mini-Basketball.

All coaches and teachers should be encouraged to undertake refresher training and attend annual conferences of the coaching fraternity. It is often said 'We should never stop learning!'

Coaches should be capable of delivering exciting and challenging learning experiences within school physical education curriculum and in 'community' clubs and organizations.

National Federations, through the national Mini-Basketball Committee, should publish resources, (like 'Basketball for Young Players', FIBA's excellent coaching and teaching manual), so a guide to teaching and coaching is a must. In addition, illustrated promotional leaflets on 'How to coach whilst working with Children', 'A code of ethics', 'Parents support and attitude' should be published.

4. Players

The aim of Mini-Basketball is to give ALL children, boys and girls, the opportunity to enjoy and benefit from regular Mini-Basketball experiences, including those with different abilities, like the physically and mentally impaired, in a friendly caring environment.

The game is simplified from Basketball to ensure greater understanding and empathy by teachers and coaches and full enjoyment by the children.

It is essential that the National Federation policy recognizes children have rights. It is important to promote the understanding that all work with children is underpinned by sound ethical and moral principles. Children can be easily bored and de-motivated. Too many have given up because the training and competitive experiences have been lacking. They must be given the freedom to play, to be creative, to think and to communicate.

Every National Federation must evolve a child protection policy; children have been abused physically, mentally and sexually, when a policy does not exist and implemented.

There is no magic age when children first experience Mini-Basketball activities. Children of four or five years of age, sometimes younger, can handle a ball, pass and catch and shoot into a target. It is not the conventional game but a wide range of small challenging games that can be played by oneself, with a partner, then with more children: 1 v 1, 2 v 1, 2 v 2, 2 v 3, 3 v 3. There is good evidence that the first real game competition should be 3 v 3, because children in the primary phase of education find it difficult to cope with more than two options.

When Mini-Basketball was first conceived it was thought that it should be for children of 12 and under. Today evidence suggests that it is best for primary aged boys and girls. In fact, one really should study the individual in the round - his or her physical, mental and social development when deciding the next challenging step forward. However, clubs and schools cannot always cope with such differentiation. One should be aware that there is a great risk in advancing a child too quickly, like playing 10 year olds with the 13 year olds. Opinions amongst experts favor no more than two years difference.



A National Federation should study and consult widely before adopting a policy, bearing in mind that it may be best to draw the line between Mini-Basketball and Basketball when a child moves from primary to secondary school.

One should gradually introduce children to greater height goals and larger dimension balls e.g. age 5 to 8 size 3 ball and height climbing to 2.60m, 9 and 10 year olds size 5 ball and 2.60m height goals and 11 year olds size 5 and 3.05m (full height).

It is important to adopt strategies to identify and monitor the development of potentially talented players.

It is important to adopt strategies to identify and monitor the development of potentially talented players and all coaches and teachers should be aware of the system and contribute to it. Here are our potential stars of tomorrow!

Not all children will, however, become able players but their love of Basketball might lead them to officiating and administer, e.g. evolve opportunities for them. There are sound officiating (refereeing, scoring and timekeeping) schemes in place, which can be adapted and adopted. They also can become our spectators of tomorrow. A good investment all-round!

5. Rules

Rules for the game should be flexible and simple, so that leaders, teachers and coaches, who may initially have little experience of Basketball, can easily understand them.

It should be obligatory to play man-to-man AND for ALL children to play.

Encourage boys and girls to play together.

Rules need to be adapted to suit the level of attainment of the children.

Provide good opportunities for children to referee, score and time keep.

National Federations should take a pride in designing the Rules of Mini-Basketball to ensure each player must play and the equipment is of the right dimension for them to succeed, e.g. size 3 ball and lower baskets for very young children and size 5 ball with a higher basket for the older children.

Provide good opportunities for children to referee, score and time keep.

6. Competition

There should be regular, challenging competitive experiences locally and regionally, but not necessarily nationally. There is no place for inter-nation competitions.

Inter-club and school competitions should actively be encouraged and there should be an information resource that can be accessed by clubs and schools, e.g. calendar of club and school tournaments.

The National Federation should use different events to promote Mini-Basketball, such as: 3 v 3 tournaments, 5 v 5 tournaments, goal shooting challenges, fun days of Mini-Basketball – a mix of skill development & games.

Bear in mind when two or more teams contest, each child deserves to receive something: certificate, badge, sticker.

National Federations should respect these good practices and widely commend them.



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National Federations should seek to obtain resources to purchase and distribute equipment – goals, balls and clothing.

Competitions in mini-basketball should be carefully monitored and structured and children should understand the positive effects of winning and losing.

Competition can be a platform for testing as it facilitates comparison of performance and act as sporting experience with an incentive.

Competition also can be against oneself – solo, and through various “games” children need to understand the aim of competitions. Bear in mind to promote two or more teams in contest and that each kid deserves to receive something.

One of the most important things for each NF is how to convince parents and coaches who what to achieve the results in the competitions that this is not important and that mini-basketball has totally different aim.

7. Mini-Basketball Day (Festival)

Each National Federation should have a National Mini-Basketball Day (Festival) promoting and raising the profile of Mini-Basketball in the public, commercial and business environments.

The National Federation should actively seek to persuade every school and club to participate and publish promotional resources to articulate the benefits of promoting a nationwide ‘Mini-Basketball Day’.

Mini-Basketball Festivals should be held, preferably in a public place, e.g. ‘market square’ or ‘car park of a shopping mall’, have a colorful ‘backcloth’ – a banner bearing the title of the event, flags, flowers, banners, displays of photographs and posters, signposting notices and have trade stalls.

Involve local personalities – town mayor, chairman of leisure services, sporting characters. Feature commercial & business interests. Ensure the Media are fully briefed well in advance and attend on the day – television, radio, and newspapers.

National team players and coaches and top division club players and coaches should play an active part in the event.

The event should be used to promote good practices that protect the health and safety of all participants in Mini-Basketball – children, coaches, teachers, instructors, officials and managers and provide advice and guidance on the construction of Mini-Basketball playing ‘areas’ – in and outdoors and the design of goals.

Here is another opportunity to promote campaigns: “No smoking”, “No Drugs”, or “No Aids” campaign, and give positive message to all participants.





Festivals give boys and girls, the experience of playing Mini-Basketball, the opportunity to develop their knowledge and skills of the game, and to raise the level of their individual performances, in the friendly company of coaches and children of other schools and clubs in the community. The Mini-Basketball

The children should return home with very many happy memories.

Festival, in itself, should be a rich experience - a time for fun, amusement, education and cooperative activities, where the coaches and the children will happily be together.

The children should return home with very many happy memories, anecdotes to relate to their parents, friends and teachers, a selection of mementoes (tee-shirts, mini-basketballs, badges, pins, etc), and very often the beginnings of a lasting friendship with children from other teams. The coaches will also be the greater for the experience; it should strengthened their understanding and empathy to the philosophy and good practices of Mini-Basketball. It should be something very special in the life of the children and the coaches.

8. Working with Parents

Boys and girls need the support of their parents.

Very often parents choose to watch and support the team in competitions. One of the greatest challenges is to convince parents and coaches who want to win that this is not important and that Mini-Basketball has a totally different aim.

Offer these strategies to best help their children:

- Understand the philosophy of Mini-Basketball and support its ideals.
- Check the sessions meet the needs of your children and conform to the philosophy of Mini-Basketball.
- Establish a regular dialogue with the coach or teacher.
- Respect the coach or teacher's opinion.
- Praise your child when he or she does well and encourage him or her when they are disappointed.
- Respect the referee and never criticize him or her.
- Ensure your child does not overplay in the context of the amount of physical activity they are undertaking. Make sure they have enough rest and sleep.

Parents should be encouraged to contribute in fundraising, administrative roles, table officiating and management of uniforms and gear, but not influence work of the coaches or disrupt the games.

Remember it is more important to participate than to win, because it is more important in life not to conquer but to fight well.

9. Keep in Mind

Keep in mind that Mini-Basketball is a great initiative for the early recruitment to Basketball for both boys and girls and the early teaching of good habits and attitudes, sound and effective fundamentals and technique.

It can be the initial phase of the process of talent selection process, aiding each National Federation to create an extensive pool of players.



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It is important not to impose too much pressure on the children for it runs the risk of disrupting the biological, physiological, psychological and physical growth processes of the children.



Let children have fun and enjoy Mini-Basketball!

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2.2 TALENT IDENTIFICATION



WHY YOU SHOULD READ THIS CHAPTER?

Talent identification should start earlier than you might think

After having talked about the importance of Mini-Basketball as a means to promote not only Basketball but also physical education among children, this chapter looks at the aspect of talent identification.

While these two aspects are closely linked, it has been observed that very often talent identification is not being introduced at the early stages of a child's interest in our sport.

It is important that talent be identified early at the very first stages of a child's involvement in the sport. Even at a very early age, there are many signs that a child has the potential (or not) to become a good basketball player.

This is why this chapter also tells you about what you should be looking for in children playing our sport, even if they are holding a basketball for the first time.



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1. Introduction

Most training systems, particularly those that are in the early stages of development, do not include complex talent identification systems because:

- There is a desire to train all those who show an interest and commitment, whether talented or not.
- There are other more important priorities, including providing adequate facilities and equipment, proper coaching, adequate financing for programs and adequate competitions.

However, there are reasons why initiating some form of talent identification makes sense:

- If the goal is to develop top class athletes, it is efficient to concentrate development on those athletes who possess qualities that are necessary for success.
- It increases athletes' confidence if they have been identified as possessing superior capabilities.
- It helps create a larger group of talented athletes and increases the competitiveness amongst them in training.
- It increases the opportunity for a developing liaison with sport scientists who could also help with the training and regular evaluation of athletes.
- Many youngsters miss opportunities to excel or develop into good athletes because they don't know what special attributes they possess, and are not directed towards sports in which they can excel.

There are some specific principles to consider when looking for groups of children with talent:

- Physical activity stimulates growth; children need a variety of general movement experiences.
- Children with a wide variety of movement patterns in early life, will most likely be able to efficiently master complex movement patterns in sport in their later years.
- Structural and functional growth are factors which affect athletic performance.
- The intensity, length and frequency of exposure to an activity are essential components of growth in that activity.

Considering the above principles, often the best sources of potential athletic talent are:

- Public and private schools with active recreation/sport programs.
- Community recreation programs.
- Existing sport clubs for children.
- Areas within society where the population is physically active.
- Areas within communities where there is an existing keen interest in sports competition and activity.

Usually, experienced coaches have developed their own subjective criteria to "eyeball" talent or potential skills, i.e. one athlete seems more coordinated than others, appears faster or stronger than others, seems to have the "right" attitude. Performance in competition usually provides the opportunity to evaluate talent.

A coach may even have developed a set of basic tests, to help quantify the skills or attributes that are important: eg the athlete can run a test distance faster than the standard, or the athlete has body measurements that suit basketball, or the athlete has certain physiological attributes such as a high maximal oxygen consumption, that distinguish them from others.



Although a coach's intuition is an important and often crucial element in assessing talent, the methods mentioned above, may be too crude and not as accurate or discriminating as they could be, in helping the coach confirm his initial impression. There is a need to have performance criteria related to the level of basketball and to have all the necessary attributes of a player examined.

- Body measurements i.e. lengths of limbs, trunk, widths, girths, % fat, somatotype.
- Physiological measures i.e. maximal aerobic capacity, maximal anaerobic capacity, muscle fiber typing, strength, power, speed, flexibility.
- Psychological measures i.e. ability to handle stress, courage, commitment, goal orientation, willingness to work.
- Motor learning/perceptual measures i.e. coordination, balance, kinesthetic sense, visual acuity.

In line with examinations, the National Federation should establish the following criteria:

- What accurate, objective tests, measure these attributes? For example, strength can be measured objectively via various systems; body measurements can be easily obtained.
- What are the normal scores of these tests, at a particular age, that discriminate between those with potential and those without?
- Of the determined attributes, which are the best predictors of future performance?
- How do you implement a system of tests on a population?
- How do you evaluate the success of the predictive system you have established?

Two words of caution. Before one plans a complex system of talent identification, there must be a training system in place that will nurture those individuals who are selected as the best prospects. There is no sense in identifying talented youngsters, only to find there are inadequate facilities, equipment, coaching, financial support, and so on, to develop and support that talent.

There is also little value in thinking about a sophisticated talent identification system unless there are adequate trained personnel, equipment and knowledge for athlete assessment. There must be a commitment to a systematic and long term approach.

2. National Federation Selection Camps

In order to have systematic, gradual and scientific development of players and talent, each National Federation must have constant scrutiny of all its players and monitor their follow-up. The most practical way of doing this, is to start identifying players at early age and then follow them through their teams (clubs). In addition it should arrange to gather them from time to time at common preparation via basketball camps of 3 to 5 days duration. Here, the National Federation could examine its talented players, improve their technical and tactical level and advise them on their future work.

Before organizing a basketball camp, the National Federation has to establish all organizational criteria and know what would be the purpose of the camp. The camp must be a high level, quality camp for the best prospects in the country. Before choosing the location, the National Federation has to evaluate the accommodation prices, capacities, equipment in the rooms (TV, number of beds, toilet), courts (outdoor, indoor), locker rooms, restaurant (diversity and quality of food), swimming pool, fit-



ness centre, internet access, playground, other sports courts, meeting rooms, video equipment etc. There are many factors affecting the decision about where to hold the training camp. Don't forget to examine how easy it is for the targeted athletes to get there. You will need at least two courts, close to each other or under same roof. Each court must have at least four baskets. Bear in mind that camp will have a lunch break and therefore the distance from the courts to the hotel or restaurant has to be short. Bedrooms for the campers should have two, to a maximum three beds. The same age group should be located at one floor (with one or two coaches who can control the players).

The National Federation must have sponsors and supporters for the camp and there is a need to have a general (Main) sponsor, media sponsors, sponsor for the equipment, apparel sponsor, and sponsors for drinks, food, prizes, and entertainment. The camp must be marketed and have its own program, poster, CD or promo video, key chains, hats, tee-shirts, stickers and other promotional material. The National Federation should use all effort to promote the camp using TV, radio and newspapers. Beside the promotional material, there is a need for a "Working Program", "Camp Guidelines" and a "Plan of the Work". The National Federation should choose coaches for the camp (head coach, assistant coaches, observer coaches and specialized coaches), coordinators, demonstrators (ideally members of the senior national team), guest speakers, doctors and physiotherapist, referees, and staff which is going to work for the camp (camp director, marketing director, and administrative staff responsible for transport, hotel, equipment, courts). The main rule is that the camp must be composed of players of same age. At most, there could be a year's difference between the players (in one training group). The maximum number of players in one age group should be 20. During drills, the maximum number of players per basket should be 8.

3. The Daily Camp Schedule

The daily schedule (working part) should be divided into three sessions: morning, afternoon and evening. The morning session starts with wake-up call, 90 minutes before the beginning of the practice. After roll call, warm-ups and stretching (30 minutes on total), the program should run for one or two hours, during which skill stations are the main priority. Depending on the number of baskets, players will be divided in groups, with each station going for 15 to 20 minutes, with players rotating from one station to the next. After the skill stations, the morning program has two options (depending on the length of the camp). If the camp is of 3 days duration, players will be split in teams of five and have team practice. If the camp is of 5 or more days duration, players will be split in teams of three, and play games (round robin, 12 minutes games each day).

In the afternoon, after stretching, players (in three day camp) will play games (20 minutes half with running clock and five minutes half time). In the five or more days camps, players will have, (after stretching) team practice and then play games.

In the evening, during three day camps players will have some basketball classes with video presentation and guests. In five or more days camps, players, after dining, will have some skill competitions and five on five games.



4. Working Schedule of the Camp

The main tasks and focus on the camp should be the following:

BASKETBALL TECHNIQUES

1. Basketball stance

- Defensive stance
- Offensive stance
- Ball handling
- Holding the ball
- Catching the ball
- Ball protection
- How to move

2. Passing

- Passing while standing
- Passing while running
- Pass after pivoting
- Off the dribble pass
- Two-handed pass
- One-hand pass
- Hand off pass: direct, bounce
- Shot pass, long range passes
- Receiving the pass: while stationary, while running, in jump
- Stopping while receiving the ball
- Other passes

3. Dribbling

- Change the rhythm of the dribble
- Change the height of the dribble
- Start the dribble: hesitation step, cross-over step, behind the back, between the legs
- Stopping after dribbling: jump stop (two-footed stop), stride stop
- Change of direction dribble

4. Shooting

- Shooting techniques
- Shot after dribble, lay-up shot
- Shot after receiving the ball
- Break away shot



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- Jump shot: set shot, off the dribble shot, shot on the run
- Special shots: turnaround jump shot, draw back shot, hook shot,
- Faking the shot: by looking, body fake, dribble fake, pass fake, jab step, shot fake

BASKETBALL TACTICS

1. Defense

- Individual and group tactics
- Against fast-break: primary and secondary
- Position defense
- Handicap situations
- Setting the screen, pick: double screen (pick), staggered screen and continuation screen
- Pick and roll
- Channeling

2. Offense

- Individual and group offense
- Fast-break; primary and secondary
- Position offense
- Handicap situations
- Fighting through the screen
- Avoiding traps
- 1:1, 2:2, 3:3

BUILDING TEAM PLAY

1. Defense

- Importance of team defensive play
- Slide, defensive shuffle
- Combination of movements
- Defending the player when they catch the ball
- Foot work
- Aggressiveness
- Guarding the dribbler
- Using the hands
- Guarding the player who cuts to the basket
- Guarding the player who cuts to the ball
- General Principles: defender must see the ball and the player he guards
- Guarding players in different positions
- Defending the screen or pick



- Channeling
- Rebound
- Blocking out

2. Offense

- Importance of team offensive play
- Basic rules of movements
- Man-to-man play
- 1:1, 2:2, 3:3
- Handicap situations
- Importance of the weak side
- Principles of ball movement
- Rebounding

COMPETITIONS

- Elements of individual and group competitions
- 1:1, 2:2, 3:3
- Five on five games
- Shooting: free throws, three point shots

5. Working Program for 9 and 10 Year Old Campers

Basic principles and working tasks: Dribbling, passing, shooting, defending, basic coordination, development of motor ability (walking, running, jumping, throwing and catching the ball)

Working notes: Do not require perfect execution, use your voice properly, do not neglect anybody, groups may consist of boys and girls - max 20 campers - teaching basic basketball principles - duration of the practice is 75 min.

Stretching: Plays and drills to teach space, time, perception and rhythm;

Skipping: Development of motor skills: fitness, coordination, mobility;

Catching and holding the ball: Body balance according to space, time and ball;

Stepping: Left and right lay-up, from a stationary position and on the move;

Passing the ball: Passing while stationary and while moving; with two hands, one handed (left, right), over the head pass – paying attention to stance, hands, arms and footwork while passing and catching the ball, especially head and body position;

Dribbling: Dribble on the spot and while moving (with either hand, then free dribble). Emphasise the start of the dribble and the end, protection of the ball while dribbling, height of the ball, especially pay attention on the stance, the body position, legs and head to provide maximum field of vision;

Pivoting: Basic pivoting for protection of the ball from a defensive player, work on a forward pivot around left and right leg. Concentrate on the body position and the arms which are protecting the ball.



Stopping: After the dribble or receiving a pass; the body always facing the basket and next action;

Shooting: Learning to shoot with left and right hand while standing and moving, body position, arms and identifying one target.

Defense: Basic stance in defense, body position, arms, legs, head. One-on-one defense in slow motion. Practice defense in the diagonal stance with and without the ball.

Offense: Teach your players to attack the basket (1:0, 1:1) with pivoting and correct technique. **Playing:** Emphasise the basic principles of running ahead of the ball, pass to the nearest player, based on the level of knowledge, allow the players at this level to play without too many rules.

Duration: With regard to two times a day practices, recommended duration is 75 minutes:

Warm-up	15 min.
Stretching	5 min.
Ball handling	5 min.
Skipping	5 min.
Fundamentals/Technique correction	25 min.
Playing	20 min.

6. Working Program for 11 and 12 Year Old Campers

Basic principles and working tasks: Continuing with work to improve motor ability, especially when campers work with the ball; learning the four basic principles of basketball and their combinations; require them to play 3:3 and 5:5;

Working notes: Insist on correct technique; use your voice on a proper way; give each player your attention; working group maximum 18 players; maximum duration of practice is 90 min.; work on all elements of basketball;

Stretching: Develop stretching abilities

Skipping: Progressively getting into basketball skills;

Catching and holding the ball: Controlling hand and arm movements, the body and the ball;

Stepping: Driving left and right, starting from standing position and on the move (improvement of technique) and also performing in complicated conditions;

Passing: Improving basic technique, "baseball" pass, ("push" pass), "shoulder" pass with right and left hand.

Dribbling: Stationary dribble with each hand and while moving; dribble with change of hand and dribble height; dribble while moving with defender (protection of the ball, change of dribble height, change of direction and pace);

Pivoting: Improving forward pivot, learning the half-pivot, "side-way" pivot. Emphasises position of the entire body and protection of the ball;

Stopping: Improving the 2-count (stride) stop. Emphasises stopping in the "ready" stance, in anticipation of the next action.



Shooting: Technique correction, shooting from the left and right side of the basket. Emphasise body position and the ball, also on hand and arm position. Introduce other other kinds of stationary (set) shots and on the move.

Defense: Improving the basic "front on" and channeling stance in defense with proper body position, hands, arms, legs and head. Emphasise proper arms and legs action when players "slide" in all directions;

Offense: Improving individual offensive ability offense; practice 1:0, 1:1, 2:1 offense, with various ways of moving, dribble and passing; emphasise timing of action towards the basket

Play: Teach basic principles of the game(running, passing, timing, shot, etc.); Insist on aggressive playing in "man to man" defense, learning the fast break and a penetration to the basket

Duration: Practice duration is 90 min.

Warm-up 20 min.

Fundamentals/Technique correction 35 min.

Play 35 min.

7. Working Program for 13 and 14 Year Old Campers

Basic principles and working tasks: Technique correction on previously introduced skills; improve motor functions with and without the ball, learn time and space drills; insist on good solutions when playing and introduce new game concepts;

Working note: Insist on regular practice of all technical elements; give every player the opportunity to improve themselves; correction at the right time, work with 16-18 players in one group, practice duration is 105 minutes; proceed with technique correction;

Stretching: Development of suppleness and getting ready to play;

Skipping: Keep on improving physical condition, coordination, balance, mobility, work individually and in pairs;

Catching and holding the ball: Try to improve control over the ball, increase performance speed of specific basketball moves;

Stepping: Work on improving previously learnt skills and learning to work under pressure; jab step after a bad pass with and without dribble; zigzag drive step; drive in - drop step;

Passing: Improving all elements previously learnt. Receiving the ball, ball protection, catching the ball.

Passing in move for: three, four and five players; learn specific passes (by rolling the ball, "discus" pass, "baseball" pass, behind the back pass, through legs, over head, two handed pass);

Dribbling: Improving all elements previously learnt. Pay attention to ball control while they dribble with at full speed. Teach stopping the dribble at the right time; practice different kinds of a dribble with crossover, change direction stop-start (hesitation); emphasise wideness on the change of hand; appropriate use of behind the back dribble, through the legs, reverse pivot (spin move) etc; in stationary position combine the dribble with other elements of basketball; practice the dribble with defense changing hands, dribble height with the aim of creating space;

Pivoting: Improve all elements previously learnt; tech new techniques for left and right; pivoting " full pivot "; pivot with step out, combination of forward and reverse pivot;



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Stopping: Repeat the drills that we have previously introduced and vary practice with new drills. Insist on more accurate stopping, especial after a rebound and catching the ball. Practice the various stopping techniques.

Shooting: Practice the drills from previous programs to improve shooting; learning the jump shot and correction of jump shot, for those players who already use it; "hook shot" and "short hook shot"; lay-up shot; jump shot after a pivot; jump shot after a reverse pivot;

Defense: Work on technique correction by practicing previously learnt skills; be aggressive in situations with and without the ball in situations (1:1, 2:2, 3:3); teach players to help-and-recover, start with directing offensive player to use weak hand and into a confined space; using an opened and closed stance on player without the ball;

Offense: Fast break for two, three and four players; moving and setting up a player for a fast break with scoring; offense when numerical superior on court - 2:1, 3:2, 4:3; practise previously learnt skills;

Play: Improve the features that we learnt previously and introduce new ideas in playing basketball; seek best solutions when out numbering the defence; fast break; getting open, setting the screen; running in free space and scoring; play in the half court with defence; help side; actions in a offense position; bring the ball into the play from side and endline.

Duration: Practice duration is 105 minutes

Warm-up 20 min.

Skill Development 30 min.

Tactics 20 min.

Play 35 min.

8. Working Program for 15 and 16 Year Old Campers

Basic principles and working tasks: The most important emphasis should be on an improving of all previously learnt knowledge and teaching new skills. Work on motor functions with and without the ball, insist on a good tactics in the game; practice timing and spacing during drill executions;

Working notes: Full intensity has to be reached practice, with emphasis on a game situations; performing of all drills has to be closer to game speed; give full attention to each player while they practice; make corrections immediately; working groups with max.16 players; practice duration 120 minutes;

Stretching: Static and dynamic development of flexibility;

Skipping: Development of motor functions of young basketball players;

Catching and holding the ball: Workout at full speed, by controlling the ball; make a target to receive the ball;

Stepping: High intensity work on improvement of previously learnt skills; element of drills from previous program, especially under pressure with and without dribble; " zigzag " drive step, drive step-extended step, with step to a side, from penetration; jab-step technique, work with a defense;

Passing: Perfect execution of all kinds of passes. Pay particular attention to passing while moving, timing of the pass, quick and effective; concentrate on specific passes; use passing drills which improve



coordination, speed, flexibility; special attention must to be pay to passes with 2, 3, 4, 5 and 6 players in moving drills with one or more balls;

Dribbling: Especially work on a dribbles learnt previously, make individual corrections and within group; pay attention to ball control while they dribble at full speed. Focus on stopping the dribble at right time; practice a different kinds of a dribble with crossover, change direction stop–start; practice wideness on a change of hand; correct use of behind the back dribble, through legs, spin move etc; From stationary position, combine the dribble with other elements of basketball; practice the dribble with defense changing hands, dribble height to create space;

Pivoting: Require perfect execution of of all kinds pivot, especially with defense and combined with other segments of basketball;

Shooting: For campers of this age, pay attention especially in this segment to technique; practice drills from previous programs in order to improve technique – speed and accuracy; adding new drills like: drive–stop–and–shoot, outside from the left and the right hand; jump shot (different situations) 3 - 4 metres; tap in shot using both hands; fade away after a rebound, with different shots combined with other aspects of basketball technique (faking, pivot...); dribbling, getting free and shooting drills; pay attention to the body position even when the ball leaves the finger tips; practice shooting without a dribble with jump; working with and without the ball;

Defense: Reinforcing previous knowledge, correction of technique. Concentrate on a play in defense in game mode; insist on defensive intesity and drill it; convince your players that they can play defense even if the shooting and offense are not going well; explain and show them time difference in favor of defense; doubling teaming and setting a trap (defense against screening); urge aggressive defense with drills 1:1, 2:2, 1:1 + 1, 2:2 + 1, 3:3, 3:3 + 1, 3:3 + 2; blocking out (of a shooter, on a ball side, on a help side, by positions); encourage "helping" and channeling of offensive player, and also watching observing, and react to other defense players;

Offense and play: Encourage players to combine the skills learnt with individual crativity. Reinforce previous concepts and stimulate new ideas; "pick and roll", "back door", value of a fast break with "playmaker" creating movement with screens. Responisibility of the "playmaker" to improvise when set playes break down; actions of offense - screening away from the ball and on the ball; attacking man-to-man and pressing defences; pass in from a sideline and a baseline in offense;

Duration: Time of practice is 120 min

Warm–ups	25 min
Technique Skill Practice	30 min
Tactics	30 min
Play	35 min



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9. Various Competitions During the Camp

1. Free throws
 - player shoots till they miss two in a row
 - starts to count when they score the first one
 - count total number of scored shots
2. Three point shot
 - from different positions, shoot five balls, each counts 1 point
 - bonus ball counts 2 points and it is shot from any spot
 - special ball counts 4 points and it is shot from the center circle
3. Slalom dribbling
 - 12 gates across the court, turn around each gate
 - two races, best result counts
4. One on one
 - starting from three point line;
 - limited number of dribble (2, 3, 4, 5);
 - basket rules, score from play counts 2 or 3;
 - bonus after 3 fouls;
 - penalty is a free throw — 1 point;
 - offensive player keeps the ball if he scores from the free throw line
 - winner is first with 7 points
5. Three on three
 - basket rules, score from play counts 2 or 3 points;
 - three passes are permitted (pass in does not counts);
 - limited number of dribble (2, 3);
 - bonus after 5 fouls;
 - penalty is a free throw — 1 point;
 - foul on a shot — 1 point + one free throw;
 - game duration 12 minutes;
6. Five on five
 - rotation of players is required, changes on 5 minutes
 - zone defense is forbidden, FIBA rules
 - 2 x 15 minutes, 5 minutes rest, 30 seconds time-out each half
 - clock stoppage last 2 minutes
 - technical foul - as personal foul + 5 minutes forced substitution



7. All star game

- 10 players per team
- 4 x 10 minutes with clock stoppage
- 1 time-out each quarter, duration 30 seconds
- 5 minutes half time
- first and third quarter are youngest player, and second and fourth quarter for the oldest players

8. Lay-up

- in 30 seconds, lay-up as many times as you can, alternating from the left and right side

9. Shooting

- entire team is standing in line with two or more balls shooting from a spot (e.g. free throw line)
- when you score, you get your own ball and pass the first player in line without a ball and go to the end of line
- if you miss, you rebound your shot and try to score before the player behind you scores. If they score before you sink your rebounded shoot, you are out of the game
- game is continued till only one player remains

10. Two balls

- two players from pair are shooting from the left and right
- you must score off a one dribbled move and then from a free throw
- duration 2 minutes

11. Fast shooting

- player is shooting 5 ball from each of 5 positions
- last ball on each position counts 2 points
- duration 1 minute

10. Keep in Mind

This chapter aims to provide an initial idea of how to run talent identification camps. All practices have to be managed according to the basketball level of campers. The program and work during the camp has to be adjusted to fit the situation on the ground. Bear in mind that players can not improve just in three or five days of camp and that there is a need for follow up and extremely good work in the teams/clubs. The final goal must be that each player comes to the next camp better skilled.

In countries which start organized youth national team program earlier (when players are 14 years old) the working program for campers will be different, but counties which start youth national teams program later on, could follow the pathway described. Of course, physical fitness programs have to be added as well as good psychological preparation for players in their early stages of development. We must add regular teams/clubs competitions as one of the most important part of the development of players. All this will lead towards successful development of players into future stars and potential national team players.



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2.3 NATIONAL TEAMS PROGRAM



WHY YOU SHOULD READ THIS CHAPTER?

Modern Basketball Training Requires More Knowledge Than Ever

This chapter tells you about what it takes to create smart national training programs for both men and women.

What it also tells you is that modern basketball requires new knowledge in a variety of areas. It is impossible for one general manager, one coach, or one sports director to master all of these knowledge areas on their own.

Modern basketball training, with all its physical and social implications requires federations to build a real team of experts.

If possible, this team should function like a business unit with various departments focusing on specific aspects of the performance program.



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1. Introduction

The purpose of training involves not only the physical, psychological and educational aspects of the players' development, but also the aspects regarding the place of basketball within the political, marketing and economic framework. More and more demands are being placed on the time or elite players, which means shorter preparation time to achieve the best results. In order to achieve the best results, basketball players go through certain selection and training processes.

This chapter talks about creating a fast and efficient process for moving from young selected basketball players to successful senior national team players. This process occurs over a long period, since players at full playing maturity require 5 to 8 years of specific training. We are talking about the systematic, continuous and programmed process that would lead to the improvement of physical, functional and technical/tactical abilities of talented players in the service of the national team programs from Under 16 and Under 18 through to the senior national team.

From the very beginning the main focus is placed on the team selection and team work.

Our responsibility is to provide direction for a promising player, to invest in his playing and competitive skills in order to develop him into a top player.

From the very beginning, the main focus is placed on team selection and teamwork. As for the players, modern basketball not only has strict requirements for the team, including physical characteristics and abilities, but also requirements of technical performance regarding the players' personality, health status, psychological and social status, as well as knowledge and ethical aspects. On the basis of these requirements, we have concluded that the knowledge base required for the preparation of a modern basketball team exceeds that of any one expert.

The selection and elimination of players represents a complex problem. Selection criteria needs to assess:

- morphological characteristics
- physical characteristics
- functional abilities
- competition quality
- personality characteristics

The coach should play the role of guide, organizer, planner and coordinator of the team. The coach, with the help of his expert associates, needs to make the final selection and team analysis decisions. This means that in order to achieve good results, a successful coach must have the qualities of a successful business manager.

2. National Team Selection

The National Basketball Federation decides on the coach's mandate. The NF should deal with the following issues:

1. basketball development structure
2. organization
3. finance



The coach must know:

- what is he expected to do
- how he should function and how his tasks should be carried out
- how to follow the principles of the basketball organization

Recruiting is carried out by progressive expansion of the team, based on results, traditions and the organization. National team membership is an obligation characterized by:

- competition level
- requirements
- liabilities

Being a member of the national team carries the honor of representing one's country and the players' conduct should be in line with this honor.

At all levels of basketball the national team must be cherished, and the players should be seen as team members who are:

- the best amongst the best
- those who put team goals first, ahead of their own
- those who have the ability to adapt

The coach creates a team from a large selection pool. Players will be selected based on proven results, achievements, and consistently high athletic condition leading to top results.

During the selection period, the NF should make a psychological evaluation of all the players to understand the character of



each player, their behavior (as an individual and as a member of the group), their emotions and ambitions. A psychological evaluation, together with testing of basketball abilities, will give the NF a good overview of all players and enable strong predictions to be made regarding who could be the potential players for senior selection. The Federation should see its youth national team programs as creating and identifying future players for the senior national team.

3. Under 16 National Team

When talking about the first national team selection we should start with young players, who are 14 and 15 years old, and should develop a process to organize, train and improve these young athletes.

Discussions with coaches, visiting clubs and attending matches of the younger categories, should create the conditions for the formation of a broad selection of 60 – 100 young players. Activities in the regions should end with the formation of the regional teams. Eighteen months before the beginning of the official National Team competition, regional competitions should be organized, as they also play a key part in national team selection.



Twelve months before official competitions are organized, a high quality (two to three week) basketball camp for approximately 60 players should be arranged. At the end of the summer preparations a representative selection of approximately 20 players should be selected. During the year, two to three trial training camps should be held and one or two tournaments organized to confirm the abilities of the selected candidates. National youth representation should be open to all, and new players should always be encouraged to join.

3.1 Preparation for Official Competition

National team preparations should last for a period of 5-6 weeks. The primary aim is to develop players, but it is important to always remember that basketball is a team sport. The secondary aim, which should not be ignored, is the need to achieve success (win), since this must be the primary motivation. Depending on the quality of the team, and the quality of other teams, realistic aims have to be targeted. Don't forget the long-term objective: to develop players for the senior national team.

The proper selection of players will result in strong play on the court in the national team. Play is based on the players' abilities to accept, improve and enrich the original concept. Winning tactics, exhaustion and recovery problems, competition stress, tactical firmness and the ability to adapt to different stresses, are conditions which will aid the development of the highest qualities in both individual players and the team.

Preparations can start following the completion of the medical, functional and physical examinations and tests. All data should be documented and carefully studied in respect of individual development, to assist with the wider selection for the national team and the development of a new generation of players.

3.2 Team Staff Composition:

Head coach – national coach

Two assistant coaches

A Physician

A Physiotherapist

A statistics expert

The team manager or organizer

3.3 Working Conditions

Courts – sport arenas,

Gyms – fitness rooms,

Medical service,

Control and monitoring devices, camera, computer, TV set,

Complete equipment for training and competition,

Additional equipment necessary for training,

Secure finances for the basic work conditions,

Ability to cover all training and competition costs,

Remuneration for team personnel.



3.4 Discipline and Rules

The coach should anticipate and plan his actions in the event that problems may occur with individual players and groups within and outside the team. Discipline should not be used to exhaust energy but to channel it towards the achievement of results. Discipline does not necessarily mean punishment.

There must be rules. The rules are the basis and skeleton of the team. They represent the code of conduct in and outside the group. The rules should be strictly followed. If there are rules, then everybody tends to follow them.

The following elements should be emphasized:

- punctuality
- responsibility
- appearance on and off the court
- conversation/communication
- nutrition/proper food intake
- prevention of injuries
- team spirit

Team preparation should provide:

- good training
- good playing opportunities for promising players – the basic aim of this period
- achievement of good results - the secondary aim we should not ignore

The motto for U16 in this period should be:

- play hard
- play fair
- be a promising player
- be a good competitor
- be a winner

The Phases in motivation learning for U 16 in this period should be:

1. make a decision
2. set the objectives:
 - progress
 - advantages/disadvantages
 - present level
3. build self-respect
4. learn to overcome difficulties
5. play with ease



3.5 The Coach's Role

The coach should plan to win, whilst ensuring the maximum improvement of the most promising players and the quality of the team development. Winning tactics can sometimes be forgotten in solving the problems of exhaustion and recovery and problems related to tactical firmness during competition and dealing with competition stress. The coach must have a coaching philosophy, which represents the coach's ideas of how to play basketball, based on the principles of basketball, tactics and strategy.

From day one, the coach's efforts are focused on the following accomplishments:

- long-term plans for promising players to attain their peak level
- responsibility for the physical preparation of the team and the individual players
- expert knowledge
- players' motivation for a match
- game plan
- strategy
- tactical organization to manage and win a game, and ultimately to win the competition.

The coach must know the differences and similarities between his players. The coach's authority comprises the following characteristics:

- expert knowledge
- technical skills
- organizational skills
- respect and honesty
- loyalty
- dedication and love for basketball

The coach must recognize the unique qualities of his players and have the ability to treat his players accordingly but equally. The coach must have the skills of a master in order to always draw a thin line between:

- acquaintance
- trust
- confidence

3.6 Organization and Training Plan

Everything must be ready before the start of the preparations. Every day, hour and minute should be organized according to the plan. The players should be trained to react readily to new situations. To that effect the coach must emphasize the importance of organization and a training plan.

The training plan comprises the entire cycle and consists of detailed micro-cycles and daily plans. On the basis of a preliminary analysis, we should set the training aims and objectives. Before making the training plan the following elements should be considered:



- training schedule and duration
- training plan
- diversity – 70% old skills and 30% new skills
- intensity – competitive spirit
- training progress
- basketball is a game in which we make mistakes, repetitions and corrections. We should try to replicate game situations and intensity
- planning groups for specific tasks – prior to training and simultaneously during breaks and game interruptions
- implementation of training according to the overall plan
- individual work - before training and also drills to be undertaken within and after training - but no longer than 30 minutes.

To prepare the players for all phases of a match, means that each player must know his task in a certain situation. Each player must know the package of rules and limitations – the principles applicable in certain situations. The coach should emphasize the game principles during training sessions, at meetings and in informal conversations.

The team wins when it plays better than its opponents and follows its game plan. Victory depends on how well the team as a whole implements its game plan, and on how well the players as individuals implement their parts of the plan.

3.7 Plan Elaboration and Programming

Without this segment it is not possible to achieve the best results. The development of a good player and a good team, depends on a well conceived and planned process. It includes everything related to the preparation and competition. In other words, this program includes:

1. Training process and work methods
2. Everything that accompanies this process
3. Competition and competition schedule
4. Methods used – practice
5. Candidates, usually 16 players with an elimination process
6. The beginning of the preparations – the date with the exact time and place for players to report.

The program should include the following elements:

1. Physical preparation
 - Development of mental and physical characteristics
 - Strength, jumping ability
 - Speed, general and specific
 - Endurance
 - Agility, dexterity, coordination



2. Technique

- Basic
- Fundamental
- General
- Functional – situational
- Specific, by positions in the team

All these apply to defense and offense

3. Tactics

- Individual
- Group
- Collective (team)

All these apply to defense and offense

4. Matches

- Training matches between 8 and 10
- Competition

5. Psychological preparations

- Individual
- Group
- Collective

Carried out in:

- Critical periods
- Before a match
- During a match

6. Social preparations

- Socialization and rivalry: The ideal form of rivalry are the players' competitive relationships regarding the development of physical or technical fitness and skills – shots and maximum power development. The relationships between players developing the maximum individual contribution to the collective (team) game is also important.
- Group formation – tandem: A tandem is an athletic term for a pair of players characterized by extremely functional bonds between the two players. The basic assumption of a tandem is a high quality synthesis of playing values – thus the efficiency of this tandem exceeds the individual efficiency of both players. True tandems are those in which the players enrich their individual values through joint actions.
- Team formation: Team play with 10 to 12 players. We use constantly 7-8 players and 2-3 players make the difference. This is the basis for the team formation. In this period the aim is to create all-star athletes.



7. Supplementary segments

1. Testing (functional skills, physical skills, technical/tactical skills)
2. Recording (training analysis, matches)
3. Statistical monitoring (training, game)
4. Information development (scouting)

Players of this age should work as much as possible on one on one, two on two and three on three situations. A national coach should always instill a winning mentality. Sometimes players in the team, play too much structured basketball and this limits their progress as individuals. The national coach must develop the player's decision making capabilities. Players must be able to read game situations and be creative.

Players in that age category should not play zone defense during club competitions in order to improve their individual strength. In order to do this we need good cooperation between club/team coaches and the National team coach.

3.8 The Final Phase of the Preparations

From the start of preparations team spirit has to be established and a positive working atmosphere is necessary. Discipline is important and each individual has to be part of the team. The coach has to be ready to take tough decisions (even to cut the best player) to avoid possible future disruption to the team.

This phase lasts between 5 and 6 weeks and is segmented into 3 sub-phases:

1. The preparatory phase lasts 2 weeks or 4 micro-cycles. It starts with 1-2 days testing.

The first micro-cycle is the introduction into the training process. The second, third and fourth are basic and they cover the following elements:

- technique
- group tactics
- team tactics regarding both defense and offense
- general physical fitness
- basketball specific fitness

At the end of this period it is desirable to play one or two games. the primary goal throughout the entire period of preparations, even during the competitions and between games is improving team tactics. Each player should be given a chance to play, and coaches have to carefully evaluate the player's performance. Coaches have to be aware that players also need rest and this has to be carefully balanced with the need to prepare the team.

2. Basic phase – coordination lasts 2 weeks or 4 micro-cycles.

Improvement of technical/tactical details

- improvement in fitness – specific physical preparations on the court and in the gym
- further improvement of tactics within game conditions, specifically shooting
- improvement of special plays



Technical and tactical correction and coordination

The tasks for this period are:

- a) tactics correction
- b) maintenance of physical fitness
- c) coordination through training and games with special competitive tasks
- d) information gathering –meetings and scouting
- e) intensive work on shooting

The team should play 4 to 6 games in this phase. It is very important that the games are played under competition conditions.

3. The pre-competition period lasts 7-10 days or 2-3 micro-cycles, with 1-2 games
 - adapting to the playing conditions that will be present during the competition
 - competition micro-cycles

Tasks for this period

- Functional technique – emphasis on shooting, accuracy under game conditions
- Tactics for the first game in the competition
- Fitness and psychological work

3.9 Competition Period

1. Calendar of matches
2. Traveling plan
3. Coordination of fitness improvement

- Fitness is achieved when all elements necessary for the play reach the appropriate level – it is not good to be in top condition before the start of the competition.
- The level of fitness refers to the technical and tactical skills, physical and psychological preparations. Here it is important to increase the fitness as the competition is in progress, and to reach maximum fitness at the end of the competition.



During the entire competition period we should train with the emphasis on the tasks that will face us in the following game. Players with insufficient court time or who do not play at all must have additional training.



In younger categories where the primary aim is to create players through learning and improvement, the games are very much part of the training process and they greatly contribute to knowledge improvement. The coach and experts should create the best conditions to achieve that aim – to win the game and to have the best possible standing.

Plenty of work has to be done on aggressive man to man defense and full court zone defense. Players should not be overloaded with set plays, the game needs to be kept simple. Players have to be taught to read the situation and to find the best solutions. Because of the need to achieve the best results in the competition, and without thinking long term, too many teams tend to use zone defences in this age group to gain quick success. This is a good reason to practice offense against zone defense, but the focus should still be on an aggressive (man to man) defense, which will enable the team to overcome slow and results oriented opponents.

4. Under 18 National Team

The primary goals should be the formation of players – with physical improvement programs and 50% learning new skills and 50% improving old skills. Unlike the under 16 players who are selected from younger categories, 70-80% of the national team members will have been in the training process for two years. At the age of 18 they will have spent three to four years in the training process. This is therefore not the time for primary selection, but rather is for specialization. It is important for the NF to take into consideration that for some players this year is their last year in secondary school and their final exams will be the priority for many players.

Many of these players compete in the senior category, but for some of them this is the first under 18 competition year. Others will have already been playing Under 18. Specialization will have already taken place with regard to player positions.

The first position to be specialized at the end of the under 16 period is the playmaker while other positions are gradually identified.

All the time, it should be emphasized that the national team is open, so competition should be encouraged and advantage should be taken of new opportunities (new players). The period from 16 to 18 years

The period from 16 to 18 years is the period for identifying new talent – new tall players should not be ignored.

is period for identifying new talent – new tall players should not be ignored. All the rules that have been adopted for the Under-16 team should apply to this age group as well.

Ongoing team analysis and detailed planning in this period will help the coach to formulate new solutions. In this stage of

the process, candidates are actively monitored and the selection becomes more defined. We must not forget that the basic goal is to 'produce' and develop top players. Our program goals are not very different from those applicable to seniors, juniors and cadets. The concepts are the same, but the methods are different. The score is not the most important facet, but it should not be ignored. As with cadets, the score is present as a secondary objective. A young player should always remember and be proud of what he has achieved in his career. This will always be a part of his life.

As far as a young player's biological development is concerned, the hardening of his bones will be completed between the ages of 17 and 19. However, up to the age of 18 some new ossification points



develop in the vertebrae, so caution should be exercised with static load on the spinal column. The muscle mass is increased, and between 17 and 18 accounts for 40% of the body weight. The cardio-vascular system reacts with more stability to physical strain, although there is still a tendency of the arterial blood pressure to increase with a maximum pulse rate of approx 200. Respiration is similar to that in adults. Between the ages of 17 and 19, players reach their full biological maturity.

According to their playing level and competitive maturity, this age group represents a diverse group with the potential for national team selection, provided that a well-organized selection system is applied. The level of physical and functional maturity may still be associated with some serious dangers in the case of inadequate training strain. This period is associated with the power development, which is mainly limited by an increase in muscle mass up to the age of 18. Strength/power is constantly increased and

The period from 17 to 19 years is a period that can be associated with serious dangers in case of inadequate training strain.

becomes more and more distinct after the period of sexual maturity between 17 and 19. It should not be overlooked that explosive strength is caused by the function of speed that enables the achievement of immense force within a very short time period. We usually define this as

jumping ability. Repetitive power is therefore achieved in order to make a number of quick and successive moves. Strength is very important for players who are not very tall.

Running speed is determined by mobility and power on the one hand, and the processes in the central nervous system, on the other hand. Genetic factors can play an important role in speed development. Speed should be understood as a complex of neurophysiological abilities that enable quick reactions or fast control over a certain space. Speed understood this way may be divided into:

- speed of neural and muscular reaction
- speed of individual movement
- movement frequency within a time unit
- speed of movements in space

Running speed is significantly increased by the length of the legs and their power. Speed and movement frequency attain their maximum level at the age of 14-15. Their increase is in accordance with the growth of leg muscles and the increase of leg length between 15 -18. In other words, the tempo of increase in running speed is considered as the function of power and growth (height), and so the maximum dimensions are reached at the age of 18.

Generally speaking, speed is part of the function of:

- other physical abilities (growth, power, endurance)
- training (improvement of motor habits or movement structure)
- special speed quality representing the cessation of movement (movement speed)
- maximum speed as the component of running speed.

At the age of 18, endurance development reaches defined values of oxygen consumption. Endurance is defined as an ability to maintain the assigned intensity and tempo of an activity during a longer period of time (counter-fatigue ability). General endurance is defined as an ability of continuous work of main-



ly moderate intensity. In physiological terms, it corresponds with aerobic abilities – aerobic work. Specific endurance of a basketball player can be defined as the ability to continuously use speed and strength, with high exertion of the cardio-vascular and respiratory systems.

The movement coordination at the age of 18 reaches almost optimal level. Coordination of movements represents a pre-condition for solid basketball technique. The coordination level comprises the coordination of several elements performed at the same time (complexity of several movements). Certain conflicts may occur between playing, competitive and psychological maturity. Very often a player may reach a certain level of athletic experience and solid competitive potential, but lack sufficient psychological maturity due to his age and his lack of life experience. This age is one of the most delicate periods in life, characterized by difficult problems that a young person has to solve within a short period of time (problems regarding identity, authority, future profession, the opposite sex etc.). Emotional crises, conflicts, resistance, giving up, and uncommunicative behavior are the inevitable (and normal) characteristics during this stage of development.

In this period also, social and psychological development problems can be encountered. Some social development problems include:

- fitting into a new environment
- new school
- entering senior teams
- getting acquainted with new coaches (in senior teams with which a player will work in this new period)
- more duties (training and matches)
- professional orientation (school – advanced education – basketball)
- social popularity
- rational use of time (training, rest period, school)
- influence of agents

Some psychological issues include:

- Having been an important junior player, a player suddenly becomes the 12th, 13th or 14th player on a team
- How to handle sitting on the bench as a substitute player (individual training and development of physical skills)
- Reasonable management of daily duties (economic management of work duties, twice daily training work – fatigue and rest between training sessions - with a focus on spiritual development and preparation for these new activities), ensuring a balanced diet as a pre-condition for quick recovery between training sessions and for further development (nourishment accounts for 30% of physical preparation).

4.1 Preparation of Players for a Competition

The National team consisting of players under 18 has five to six weeks of preparation. Everything that has already been said about the under 16 team will also apply to the under 18 National team.

a) Team staff formation



- b) medical prevention
- c) discipline
- d) rules of conduct
- e) training process
- f) motivation
- g) organization
- h) plans elaboration (process programming)
- i) testing
- j) statistical monitoring
- k) information and theory development

The mottos for an under 18 player during this period:

- play hard
- play fair
- be a promising player
- be a good competitor
- play with enthusiasm
- be coachable
- be disciplined
- be a team player
- be a winner

The player formation goals should be specifically applied to the national team. The game segments must be adapted to the players' biological development and its restrictions. Unlike cadets, 50% of activity should include learning new skills, and 50% should include improvement and corrections.

4.2 Selection of Players

Unlike the under 16 national team, where selection accounts for approximately 60% of the team performance, with an under 18 player, it is 80-85%. Here the best and most promising players are included. The period between under 16 and under 18 should be the most productive period of the player's development and the identification of his playing qualities.

4.3 Training Process

1. Physical preparation

- Individual development programs
- Flexibility, stretching
- Strength development – stabilization
- Combination of techniques and group tactics in order to improve physical preparation
- Work in blocks – mixing of elements (time is limited, but physical preparation is of great importance).



2. Technical preparation

- Depending on the phase of the training process - at the beginning, focus on performance speed and the technique elements (rebounds, shots, passes, pivots, jumps, game contacts, etc.)
- Passing technique (receiving passes – output elements emphasized and the speed of performing the technical elements of an action).

3. Tactical preparation

- Individual (situations 1/0, 1/1, 1/1 + 1, both defense and offence)
- Group (taking most of the time)
- Team (defense and offence set as well as situation 4/4 defense, offence and transition).

4. Matches – training matches

- 8 – 12 matches
- It is important to take into account the opponents' strengths
- Simulation of the championship tempo (cycles of playing training matches)
- Preparation for matches (own game at the beginning and then preparation for opponents later)
- Getting fit

5. Psychological preparation

- Individual
- Group
- Team

4.4 Supplementary Segments

1. Prevention of injuries and treatment of injuries

- Provision of treatment for an injured player
- Substitute training to facilitate re-introduction into the training process
- Return from injury and readiness for play

2. Testing

- Testing of functional abilities
- Testing of physical skills
- Testing of technical and tactical skills

3. Statistical monitoring

- Training
- Training matches
- Opponent

4. Information and theory development

- Theoretical preparation
- Theoretical process (learning how to gather and process information) - this is achieved from day one



- Analyses of the opponent's matches
- Theoretical preparation on the court and in the locker-room (meetings)

5. Recording

- Training
- Training matches
- Competitions
- Opponent

We want to become familiar with our play in order to have a better understanding of the system we want to implement, to play more easily as well as to be acquainted with our opponents. Individual strengths and weaknesses of opponents and their system of play in offence and defence.

4.5 The Final Phase of Preparation

This phase lasts between 5 and 6 weeks and is segmented as follows:

The preparatory phase lasts approximately 2 weeks or 4 micro-cycles (one micro-cycle lasts 2 to 3 days). It begins with testing (1-2 days). The first micro-cycle is the introduction into the training process. The second, third and fourth are basic and they cover the following elements:

- Technique with focus on ball handling technique, catching, passing, movement technique, basketball stance (lower stance, maintaining the body in stance), good timing, start, etc.
- Group tactics (simultaneous work on defense and offence from the start)
- Collective tactics (tactics regarding defense, offence and transition) is the objective during the entire preparation period and even during the competition and between games
- General physical fitness (alternating between aerobic and anaerobic exercises)
- Specific physical preparations
- From the very beginning, the combination of elements (outdoor training sessions in the morning, specific physical preparations indoors in the afternoon, in combination with regular training).

Offence and defense systems should be practiced in this phase and the team should be ready to respond to various defensive tactics used by an opponent. The team should prepare one special offense, to be used in critical moments during the game. It is also important that the coach talks often with his players during this phase. Coaches have to be aware that players also need rest and this has to be carefully balanced.

At the end of this period it is desirable to play one or two games. If there is no opponent, players should organize a game amongst themselves – 8/8.

Basic phase – the coordination lasts 2 weeks or 4 micro-cycles and the main focus should be on improvement of the technical/tactical details:

- Improvement of fitness – specific physical preparations on the court and in the gym, including stretching – with stabilization at the beginning and the end of training.
- Further improvement of tactics during game conditions (meetings, theory, practice).
- Specific shooting practice (players are still not under pressure).



- Practice in series (this type of training is first introduced with seniors).
- Special tactics improvement.
- Clarification of roles – cooperation – guards – forwards – centers.
- Tandem formation.
- Playing deep and wide.
- Specific aspects of the National team become significant.
- Game with tall players.
- Understanding between the coach and his players.
- Improvement of technical and tactical details.

The team consists of 16 players, where 10–12 play, 7–8 are used in a game, 2–3 win, and tandems are formed.

The tasks for this period are:

- Technical and tactical correction and coordination (players should learn to listen to the coach's words – this must be learnt as well).
- Tactics correction.
- Development of the winning tactics, adapting to fatigue (we must win even in the most difficult situation).
- Playing 4 to 6 games. The format of playing the games should be similar to the structure of the competition.
- Maintenance of physical fitness.
- Coordination through training and games with special competitive tasks.
- Individual work before and after training sessions (free throws and additional practice).
- Information gathering – meetings and scouting.
- Intensive work on shooting.
- Treatment of injured players (in order to have them back on the team as soon as possible).

Pre-competition period lasts 7–10 days or 2–3 micro-cycles, with 1–2 games:

- Transition from intensive work to the specific competitive regime.
- Adaptation to specific dynamics that would be encountered during the competition.
- Competition micro-cycles.
- Fitness improvement.
- Team lines and sets formation.

Tasks for this period are:

- Functional technique - emphasis on shooting, accuracy in competitive conditions.
- Tactics for the first game in the competition.
- Fitness and psychological work.



4.6 Competition Period

- Calendar of matches.
- Traveling plan.
- Coordination of fitness improvement.
- Fitness is achieved when all the elements necessary for play reach the appropriate level – it is not good to be in top condition before the beginning of the competition.
- The level of fitness refers to the technical and tactical skills and physical and psychological preparations. Here it is important to increase fitness as the competition progresses, and to achieve peak fitness at the end of the competition.

During the entire competition period, we exercise and practice with the emphasis on the tasks that we will face in the following game. The players with insufficient court time, or those who do not play at all, must have additional training.

In younger categories, where the primary aim is to create players i.e. learning and improvement, games are a part of the training process and they contribute to the improvement in knowledge. The coach and experts should create the best conditions to achieve that aim - win the game, and achieve the best possible standing.

5. The National Senior Team

The showcase of the national federation is the senior national team. Usually the main public focus is on the senior national team, which participates in various high level competitions. The interest of the national federation is to have a team which will perform well in the long run. Sometimes results should not be the priority, but the NF should always have a clear idea what they want to achieve in the future. Short and long term plans must exist and winning is not possible all the time.

Competition and competition results are the key points in modern basketball. The coach is expected to increase the competitive skills of his players and the team as a whole, but must not forget the requirements of strict and authoritative team management. The national team represents a specific structure where adaptation to norms and the rules of conduct play a very important role. The results of the national team are determined by the ability of individuals to adapt to the requirements of the team. Each player must understand and develop his role as an active participant.

5.1 Team Selection

Player selection in the national team is dependant not only his individual qualities, but his capacity to incorporate his personal qualities into the team structure. Accordingly, the team consisting of the best players is not necessarily the most successful one (there are numerous examples). The most successful team is the one that combines the qualities of all the individual players. The Coach in a basketball game has a huge impact on the team's performance and the result. The selection of the competition team does not only comprise the general selection, but also sub-selections (combinations, substitutions, tandems, team lines). The ultimate selection goal for the national team is the formation and maintenance of the top competition team. Development of a high-quality player is just one of the goals, and therefore it is subordinate to the ultimate goal of forming the senior team.



The mottos for seniors are:

- Play hard
- Be a good competitor
- Be motivated
- Be disciplined
- Be adaptable to stress
- Be a winner

5.2 Program Goals

1. Expert and organizational structure and work programming
2. Structure and systems that determine the formation, organization and management of the team.
3. Contents and tempo of activities
4. Unity of players
5. Group ideology that accounts for differences in group solidarity and the quality of individual and group goals.

The team efficiency should be higher than the sum of the individual players' qualities. This goal can only be achieved by applying the appropriate methods and expert principles.

Experience has proved that one top sportsman usually encourages the formation of new top sportsmen. To that effect the national team must have at least one player who is outstanding in his class. The player who has outstanding competitive and general athletic qualities plays an important role in the achievement of top results.

The national team selection homogeneity should be observed from the aspect of the players' qualities, the level of athletic fitness and the level of competition. A member of the national team feels powerful because he is a member of a powerful team, and the national team is more powerful because it is made up of the best players.

The coach's role is often associated with the problem of authority. Within the national team, the coach is not the only authority, but his role is to govern the authority issues. The coach is the leader, and as the first among equals, he is also crucial for all management and decision-making. The coach must be an expert and the leader. The expert role of the coach implies his role of a psychologist and the leader of young people who admire and respect him.

The leadership is closely connected with the issue of authority, and the coach links his own authority with the players whose roles include some elements of leadership:

- the coach – the team leader
- the coach – the playmaker
- the coach – an extraordinary player



5.3 Understanding the relationships within the team

Subjective perception and evaluation of the relationships within the team should be addressed by two experts – the coach and a psychologist or an experienced physician, if necessary. Expert observation is not only focused on deeper understanding of the players' behavior in their personal relationships, but also on understanding and predicting their behavior in various situations on the court.

The aim of this evaluation is to obtain the following information:

- how a player sees himself in relation to the team
- how he sees other players and the team as a whole
- what is his attitude to the forthcoming duty or task, group and collective activity
- what is his attitude to the coach, the expert board and other people involved in the national team's activities.

Information that can be obtained during training sessions and games:

- with whom the player chooses to cooperate while playing
- with whom does he not cooperate (because he does not see him)
- with whom does he practice shooting
- with whom does he do additional work

Information that can be obtained during meetings:

- is there closeness between the group during a meeting or in a locker-room, or physical distance between the players
- position on the bench

In addition to the above, the following choices should also be taken into consideration:

- choosing a seat in a plane, bus, restaurant, choosing a room-mate, a partner for leisure activities

These observations may be important for the evaluation of the players' behavior and they can provide relative information important for selecting combinations within the team (group, tandem, the team leader). Such information can also be helpful in preventing some detrimental situations.

5.4 The Team's Composition, Technical and Tactical Profile

Since five to eight years of training are required for the development of full playing maturity, it is best if the numbers of players on the national teams are selected from within that range. The team of 15 players should consist of:

- 3 players between 18 and 21
- 10 older players, between 21 and 27
- 2 players older than 27

Young players are the game carriers. The competition experience of older players and the competition enthusiasm of younger ones should be complementary.

The team should have at least three players who, owing to their playing and competitive qualities,



can carry the game of the whole team, and at least five players who are capable of integrating themselves into the playing and technical/tactical concept of the team. The team must have at least two specialists; players specialized in specific technical/tactical skills and five promising players. One of the players should be a potential top player.

The team can hardly tolerate more than two players who do not fit the standard profile, for example, a player with an extraordinary tendency to dominate or a player with a lack of competition toughness. The national team cannot tolerate rivalry between two players.

The evaluation of all members on the national team (including those who are not in the narrow selection, amongst the 13, 14, 15 players), but specifically those who increase the training quality by their involvement, also helps younger members of the national team to become a part of it and to coordinate their abilities, aspirations and obligations.

The players in the senior team have solid comprehensive techniques whereby specific individual technical skills are an advantage, but not the key values. On the level of technical skills and individual tactics, the team should meet at least two requirements:

1. To work as a single unite in deffence
2. To combine the individual offensive skills into a unified and coordinated offense.

The synchronized action of the players having different technical/tactical performances should be the most powerful asset of the team.

Offence – the best results are achived when each player performs their individual role in a coordinat-ed manner.

The power of defense is achieved by almost equal technical and tactical performance.

5.5 Preparations of the Team

The senior national team has preparations lasting 5 to 6 weeks, and could be preceded by a short 7 – 10 day period when the wider selection of players is involved. The formation of a top competition team requires:

- Team staff formation
- Medical preventive measures
- Discipline
- Rules of conduct
- Training process
- Motivation
- Organization
- Plans elaboration (process programming)
- Testing
- Statistical monitoring
- Information and theory development



5.6 Selection of Players

Monitoring of candidates for a specific cycle should be achieved through:

- Internet
- Conversations with players and their coaches
- Watching games and monitoring the players' fitness
- Discussions with agents
- Playing career planning
- Coordination of plans with national championships
- NCAA competitions
- NBA/WNBA camps
- Permanent monitoring and acceptance of new players (team rejuvenation)

5.7 Training Process

The first test camp can accommodate approximately 20 players (7 – 10 days) and is the preliminary part which will be followed by the basic phase of the preparations. Three micro-cycles include working on defense, offense, transition and physical preparation for testing the skills of players around the team. At the end of this phase, it is desirable to play 1 or 2 games. This will help form a clear picture of the candidates on whom we may need to rely on in the future. If it is possible, they can be a part of a national B team.

The main preparations last for 5 to 6 weeks and the following tasks should be completed:

1. Physical preparation

- Individual development programs
- Flexibility, stretching
- Strength development – stabilization
- Combination of technical elements and group tactics in order to develop physical preparation
- Work in blocks – mixing of elements (there is not much time, but physical preparation is of great importance)

2. Technical preparation

- Depending on the phase of the training process - at the beginning, focus on speed of performing the technique elements (rebounds, shots, passes, pivots, jumps, game contacts, etc.)
- Passing technique and the speed of performing technical elements of an action
- Shooting; Each training session is dedicated to shooting

3. Tactical preparation

- Individual (situations 1/0, 1/1, 1/1 + 1, both defense and offense)
- Group (taking most of the time)
- Team (defense and offence line-up as well as 4/4 situation defense, offence and transition)



4. Matches – training matches

- 8 – 12 matches
- It is important to take into account the opponent's strength
- Simulation of the championship tempo (cycles of playing training matches)
- Preparation for matches (game between players at the beginning, and later preparation for opponents)
- Working on fitness

5. Psychological preparation

- Individual
- Group
- Team

Psychological preparations represent a measure and harmony of all factors which are the keys to success. All individual players and the team as a whole must be prepared to dedicate all of their efforts to achieving results. The quality of motivational preparations is one of the most important factors in transforming the team's potential into the ultimate success. A reputable coach will seldom tolerate defeat if his team is playing against a team with lesser qualities. Coaches always respect their opponents, even those who are far behind their teams, and they will easily motivate their players with such an attitude – it is important to adapt the level of efforts, willingness, and self-confidence, but also to have respect for the opponent (each opponent wishes to win, not only to play a game, even when playing the biggest favorite).

5.8 Supplementary Segments

1. Prevention of injuries and treatment of injuries

In cooperation with a physician, physical therapy specialist and coach, it is necessary to make a plan on returning injured players to the team. More serious injuries should be treated and an evaluation of injuries should be made in cooperation with the team physician

- It is necessary to provide treatment for an injured player
- Alternate training to facilitate the re-introduction into the training process
- Return and readiness for play

2. Testing

- Testing of functional abilities
- Testing of physical skills
- Testing of technical and tactical skills

3. Statistical monitoring

- Training
- Training match
- Opponent



4. Information and theory development

- Theoretical preparation
- Theoretical process (learning how to gather and process information). This is achieved from the first day.
- Analyses of the opponent's matches
- Theoretical preparation on the court and in the locker-room (meetings)

5. Recording

- Training
- Training matches
- Competitions
- Opponent
- Finding video recordings of the opponent and preparations for the first games
- Preparations for scouting during competition – data gathering

We become familiar with our play in order to have better understanding of the system we want to implement, to play more easily as well as to be acquainted with the opponent, individual and team aspects of their play.

5.9 The final phase of the preparations

This phase lasts between 5 and 6 weeks. After the camp activities we have a clearer picture on the team composition. All the players who will be on the team should not be there from the very beginning. For these players it is necessary to provide easy entry and continual preparations. This phase is divided into three sub-phases:

Preparatory phase lasts approximately 2 weeks or 4 micro-cycles (one micro-cycle lasts 2 to 3 days). It begins with testing (1-2 days). The first micro-cycle is the introduction into the training process. The second, third and fourth are basic and they cover the following elements:

- Technique with focus on ball handling technique, catching, passing, movement technique, basketball stance (lower stance, maintain the body in stance), good timing, start.
- Group tactics with simultaneous work on defense and offence from the start. In the beginning this will consume most of the time, but this aspect must be given full attention. It is important to focus on corrections from the very beginning. Improvement and correction are one of the most important elements in the course of the preparation process.
- Team tactics (tactics regarding defense, offence and transition) are worked on during the entire preparation period, even during the competition, between games.
- General physical fitness (alternative aerobic and anaerobic exercises), (morning training sessions are for quick regeneration of the body after a long competition season). After one or two weeks, the body will be able to deal with new loads and strains.
- Specific physical preparations.
- From the very beginning, a combination of elements (specific physical preparations indoors in the afternoon, in combination with regular training).



The head coach should prepare at least two different defensive strategies against individual offense, one defense on the full court, one zone press defense and two different zone defenses. In reserve, team should have one combination defense (one, four or two, three zone defense). For the offense the team should have, besides standard plays, at least two special plays which should be used during the appropriate moments of the game.

At the end of this period it is desirable to play one or two games. The competition requirements should be met, i.e. games should be played to maintain competition tempo.

Basic phase – coordination lasts 2 weeks or 4 micro-cycles

Improvement of technical/tactical details:

- Improvement of the physical condition – specific physical preparations on the court and in the gym, stretching – stabilization at the beginning and at the end of training
- Further improvement of tactics in the game conditions (meetings, theory, practice)
- Specific shooting practice (players are not under pressure yet)
- Practice in series (this type of training is first introduced with seniors)
- Special tactics improvement
- Establishment of roles – cooperation – guards – forwards – centres
- Tandem search
- Playing deep and wide
- Specific aspects of the national team become significant
- Game with tall players
- Understanding between the coach and players
- Improvement of technical and tactical details

The team consists of 16 players, where 10–12 play, 7–8 are used in a game, 2–3 win, and tandem is formed.

Technical and tactical correction and coordination is important, as well as improvement of knowledge in dealing with information and the capacity to make efficient preparations in a short period of time. Two tournaments (3+3 games), should be played, as a simulation of the actual competition (similar to the dynamics of the competition). Development of winning tactics, fatigue adaptation (we must win even in the most difficult situation).

The tasks for this period

1. tactics correction
2. maintenance of physical fitness
3. coordination through training and games with special competitive tasks
4. individual work before and after training (free throws and additional practicing)
5. information gathering –meetings and scouting
6. intensive work on shooting
7. treatment of injured players (in order to have them back on team as soon as possible)



All these elements are significant, but the most important is to consider the end of this period as a completed process. The players are ready for the competition and now they can focus on details.

Pre-competition period lasts 7-10 days or 2-3 micro-cycles, with 1-2 games

- Transition from intensive work to a specific competitive regime
- Adaptation to specific dynamics that would be present at the competition
- Competition micro-cycles
- Fitness improvement
- Team lines and line-up

Tasks for this period

1. Functional technique - emphasis on shooting, accuracy in competitive conditions
2. Tactics for the first game in the competition
3. Fitness and psychological work

5.10 Competition period

1. Calendar of matches
2. Traveling plan
3. Coordination of fitness improvement
4. Work in specific micro-cycles (meeting + games).

The work in micro-cycles includes knowledge of information (scouting and capacity of the team to get activated and to provide its maximum skills).

The purpose of gathering before the match is to achieve the highest level of readiness by appropriate information sharing and psychological preparation. For this purpose coaches and their assistants utilise a lot of information.

Fitness is achieved when all elements necessary for the play reach the appropriate level – it is not good to be in peak condition before the beginning of the competition. The level of fitness refers to the technical and tactical skills, physical and psychological preparations. Here it is important to increase the fitness as the competition is in progress, and to achieve peak fitness at the end of the competition.

During the entire competition period we practice with the emphasis on tasks that will face us in the next game. The players without sufficient court time or who do not play at all must have additional training.

In preparation for the games, coaches have to be aware of the selection of the starting line-up which is conditioned by the selection of tactics, and the coach's concept of how the players should be involved in a game. Even the key players may be treated as substitutes, due to some tactical and competition requirements.

The national team is associated with efforts to increase and maintain the level of top athletic fitness which has been achieved. The national team offers possibilities to implement the game concept through the appropriate selection of players. In the national team, the play is created by the players'



ability to accept, improve and enrich the basic concept. The coach needs to be able to sacrifice his own success for the success of the team, and thereby the mutual trust of the players is increased (as they are also expected to sacrifice something). Only the coach who is ready to sacrifice his own success may count on his players to adjust their attitudes and their habits, even those that contributed to their success. In that way, qualities are confirmed and improved, and **SUCCESS IS GUARANTEED**.

6. Keep in Mind

In many cases the NF should bear in mind that most of the players are playing abroad and there is a need to have constant and friendly contact with all players. There is a need to have a person who will take care of all players' issues and to keep touch with all of them. The NF should carefully choose the location for the preparation period and schedule national team preparation in a very professional manner. The team manager together with the coach and the NF should coordinate these issues. All of the arrangements should be completed before the start of the preparation.



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2

2.4 MEDICAL



WHY YOU SHOULD READ THIS CHAPTER?

Let's Adapt to the Physical Challenges of Modern Basketball

Basketball is getting more and more demanding. More matches are being played more often, and the physical implications of this on the player's health requires increased monitoring.

The objective of this chapter is not to make medical experts of all of us. It is designed to point out the reasons why it is strongly recommended for each Member Federation to have its own Medical program.

It features general checklists, explanations on how to create national health programs, how to collect data, and introduces prevention and education tools.

Last but not least, it talks about doping. Basketball has to remain a clean sport. While you will find here a list of prohibited substances, you will also find a description of the athlete's rights and responsibilities that all Federations need to be aware of.



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1. Introduction

One of FIBA's main concerns has always been to safeguard the athletes' health. The number of games and high demands in the professional sport is on the increase, and this increased pressure lands on the main actors of the game – the players. The competition schedule for high-level players is becoming increasingly loaded. Playing twice a week for an entire year (for clubs and for the national teams) is a heavy burden and players need to undergo regular physiological check-ups in order to be able to sustain a high level of health. Whilst on the one hand being wary of overtraining, athletes must still cope with the fatigue of traveling, working-out and mental fatigue, particularly towards the end of the season.

Knowing all this there is an obvious need to have people responsible for medical matters within each National Federation. Medical matters also tend to occupy an important place in the pragmatic set-up of high-performing clubs. Statistics prove that the percentage of those unable to play due to injury is on the increase, and it is the responsibility of all of us is to prevent this happening as much as possible.

Each NF should have an efficient medical team which should safeguard the health of the athletes, reduce the frequency of injuries, reduce the convalescence period before resuming activity, avoid mistakes when taking on players for the national team and reduce the risks of disqualification due to doping. By contributing towards finding solutions which will minimize the dangers mentioned above, a sensible medical check-up will avoid unforeseen expenses, troubles, and failures.

2. Organization of Medical Service for National Teams

The National Federation should have a medical department responsible for all medical aspects, including doping, and who should be ready to assist with all National Selections. The medical department should have specialists in the following areas of medicine: surgery, orthopaedics, neurosurgery, internal medicine, physical medicine, sports medicine, dentists, physiotherapist, and specialists for eyes and skin.

An experienced surgeon is of high priority because he may be able to identify many types and degrees of injuries in the field, without x-ray and other examinations (during training, match or traveling). A physician must have clinical experience of least 5 to 10 years. The physician must communicate with other specialists, when and if needed, and must be ready to organize a consulting body, which can react quickly.

The "traumatology" department is also of high priority and in addition most National Federations should have several full time physiotherapists on hand. The good relationship between doctor and surgeon is crucial, as is access to rehabilitation facilities in the club or in a specialized centre. The National team doctor may sometimes have to refer the injured player to a specialist when it concerns operating on backs, hands, feet or face.

3. Medical Check of a Player

Players must undergo a medical check-up every 6 or 12 months and the results must be entered in the medical records of each player. This obligatory check-up should be repeated at the beginning of each season. The medical check-up must include:



1. Laboratory analyses:

- cell count, Fe, sedimentation, blood type
- electrolytes (sodium, potassium, chlorides, bicarbonates)
- hepatogram (condition of liver and pancreas)
- urea and creatinine (condition of kidneys)
- proteins and albumins (condition of tissues)
- calcium and magnesium (condition of bones and connective tissues)
- iron titration
- CPK (creatine, phospho, kinase)
- level of lactate

2. EKG, X-ray (condition of heart and lungs and risk of Sudden Cardiac Death - Marfan syndrom)

3. ERG0test (condition of heart and lungs under physical strain)

4. Echography (ultrasonoscopy)

5. Dental examination (condition of teeth)

6. Otorhinolaryngological examination (ear, nose and throat)

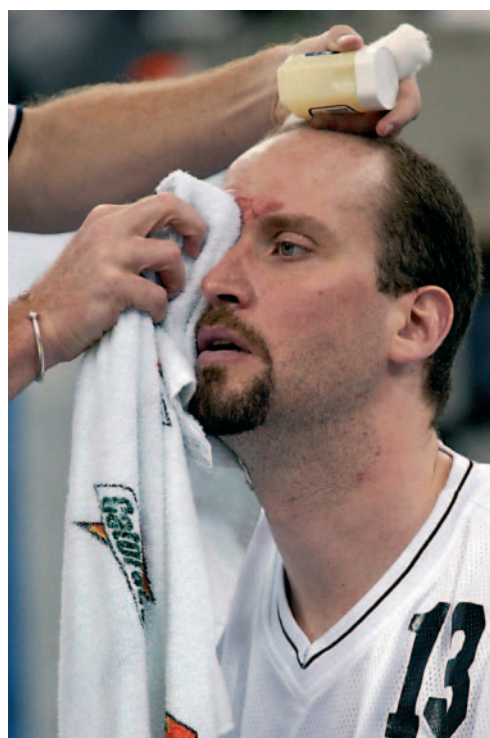
7. Ophthalmologic examination (condition of eyes)

8. Orthopaedic examination (condition of joints, feet, ligaments and muscles)

9. Height and weight measuring (rib cage, upper arm, thigh, arms spread)

10. Family medical history

The doctor, if it is felt to be necessary, may prescribe vaccinations for the entire team (influenza, hepatitis A + B). Progressive weight gain, physical condition (endurance, muscular strength, flexibility), etc. must be subject to medical surveillance. If, during a competition, a player experiences a rapid decline in their physical condition which is not seen to be associated with exhaustion, blood tests should be done in order to detect viruses. Special attention should be paid to coxackievirus that may damage the heart, and leukocyte formula that may indicate viral infections (colds). In that case nose and throat culture should be examined. Viral or bacteriological infections that are not properly treated may cause general weakness and many complications for the heart and lungs. In case of frequent sickness, a urea test should be done in order to detect helicobacter pylori that may be responsible for stomach diseases and, if not treated, may even cause cancer. Viruses and bacteria should be identified and eliminated as quickly and efficiently as possible.





4. Data Collecting

All work carried out by the medical team must be recorded, including inventories for pharmaceutical products and storage of material. Details of an athlete's illnesses and injuries must also be recorded (date, diagnosis, examination, treatment, convalescence period), firstly for insurance reasons and subsequently for epidemiological reasons. Statistical records of trauma cases, reported season after season, may reveal certain health risks or propensities and allow therapeutic treatment to be modified. The data collected and recorded at the national and international level, could also be of scientific interest. For this reason reliable data-processing tools are indispensable nowadays.

5. The Medical Department of the National Federations

The National Federation's medical department should have a first-aid station which should include analgesic drugs, antirheumatic drugs, antibiotics (allergy symptoms should be observed) and anti-shock therapy, medication for stomach ache and discomfort, creams and injections in case of skin allergy, eye, nose and ear drops, as well as other necessary medical drugs. The NFs First Aid station should also have the equipment for immobilization of legs (crutches), arms and neck, stretchers, bandages, needles and threads for suturing as well as alcohol, iodine and hydrogen. There is a need to have a decent number of physical therapists, masseurs and necessary equipment for physical therapy available on the premises (tables for taping and massage, ice machine, cold packs, sprays, orthotic devices, rehabilitation devices for electro, hydro and cryo therapy). In case of cardio vascular emergency it is recommended to have a defibrillator and it is important to know how to use it.

6. National Team Doctor and Physiotherapist

The doctor and the physiotherapist must accompany the team as often as possible, both during training and competitions. They should also be aware of the medical and nutritional problems that occur from long trips, time difference, weather conditions and variety in food intake. All measures must be taken to ensure that First Aid can be applied without delay and injured players can be taken away from the court once the injury has been diagnosed. Athletes should not give into the temptation to get back on their feet too soon once they have sustained an injury. The club doctor should be contactable at all

The doctor and the physiotherapist must accompany the team as often as possible, both during training and during competitions.

times. Caution should be taken when talking to the media regarding medical matters and professional secrecy should be given utmost respect.

The team of physiotherapist and doctor, who travel and work closely with the athletes can often assume the role of a psychological buffer between the coach and the team members. Whatever the circumstances, the relations between the coach, his assistants, the assistant physician and the "doctor" must be well-established, straightforward and clear, with a view to ensuring reciprocal trust.

7. Preventive Aspects

The prevention of injuries and relapses is one of the main factors in safeguarding an athlete's health. An athlete in perfect physical condition is less prone to injury. A fatigued athlete who does not recuper-



ate after games, who is psychologically un-balanced, is more prone to injury and may find himself prevented from playing. Technicians and doctors are well aware of the importance of preparation, warming-up, and stretching before training sessions and games.

The number one injury in basketball is a sprained ankle and proprioceptive re-education is practiced regularly during the course of treatment. Proprioceptive education of the tibio-tarsal should not be neglected. This joint, very much in use, is often supported prophylactically using bandages (taping) or supports (laced braces, AIRCAST). Other frequent injuries are face and nose injuries. Gum-shields, special glasses, protective pads made of sponge, neoprene sleeves and masks after a nose fracture are frequently used. As far as equipment is concerned, accident prevention requires all potential causes of serious accidents to be removed from the court. This includes advertising around the court, slippery advertising stickers on the court, basket padding, metal ring holding the net. To avoid the danger of slipping, FIBA strongly recommends that all NFs keep damp areas clean and dry, particularly where advertising has been pasted in the key zone. There must be two people present at each game to clean under the baskets using specially designed brooms.

8. Educational Aspects

The National team doctors must educate their protégés, either by talking to them individually or by holding group lectures. The subject of personal hygiene will be dealt with alongside the topics of sexuality (AIDS, sexually transmitted diseases), diet, sleep and the harm caused by tobacco, alcohol and drugs. The subject of doping must be commented on in detail, particularly with young players. It must be explained that doping is a form of cheating, but, above all, that it is a health risk which can lead to suspension from the game, or sometimes even death.

Naturally, an athlete is free to look after himself as he sees fit and to consult whom he wishes, but he must be warned about the risks involved in self-medication, using medicine recommended by others and miracle recipes from poor advisors, gurus or traffickers. An athlete should not take any medicine without being sure that they do not contain any doping substances. In the event that therapeutic justification is necessary to defend oneself in the face of a positive result, the accused athlete must keep and provide all proof of his illness (laboratory tests, certificates, X-rays, etc.).

9. Recuperation of an Athlete

Modern sports demand high levels of training and physical exertion. Because of that players often train twice a day. These intense conditions can lead to the use of supplementary drugs which are capable of increasing muscle mass and speeding up recuperation after hard work. Recuperation is the process of normalization of the organism, and removal of energetic matters and processes which are left over after muscle activity. These drug supplements do not allow for the proper muscle recuperation but instead contribute to the temporary increase in working capacity. Proportionally to the intensity and amplitude of load, proper recuperation plays a substantial role in increasing the effects of training in sport.

Sport requires the highest level of biological recuperation. The use of supplements that affect the level of recuperation leads to increased strength and an avoidance of rapid fatigue. These supplements need to be monitored closely. The complex used in these supplements are regular sporting nutrients which



cause the full consumption of energy and supplementary factors which encourage the synthesis of albumen and the normalization of acids-bases and vitamin balance. Athletes can also use diverse physical-therapy treatments to aid in the recuperation of their muscles. The most important thing for athletes to track is that the calories of sport supplements should correspond to the daily consumption of energy (5.500 cal).

For optimal performance, sport supplements balance the relation between natural nutrients: albumen, fats and carbohydrates. This relationship can vary depending on the type of sporting activity undertaken. Full saturation of minerals, especially salts, is also important for proper, quick, recuperation. Vitamin use should also be controlled by the doctor. In elite sport performance, often there is a need for physiologically permitted means of increasing recuperation. These means need to have the following explanation:

1. to strengthen the synthesis of albumen
2. to influence the energetic processes
3. to influence the transfer of nervous muscles and contraction of skeleton muscles and cardiac muscles

The vitamins, which are necessary for sportsmen, are A, B1, B6, B12, B15, C, D, and E. Mineral consumption should include: magnesium, iron, kalium, calcium, sodium-chlorine and phosphor. It is certain that all these matters have a role in the athlete's health and only a doctor should be prescribing their usage and dose. It is becoming more common that pharmacological means are being used to improve athlete performance. In some cases the production of performance enhancers is solely for financial benefits, or for the improvement of private laboratories, rather than for the benefit of the athlete. However, there are physiological means which have been carefully examined and their effects are proven.

10. Doping

Everything that an athlete uses for increased recuperation must be examined and only a doctor can prescribe usage by an athlete. Natural, physiological methods of improving performance sometimes reach a plateau, and so athletes use other artificial methods to improve performance. These artificial means are pharmacological substances which athletes use for improvement of psycho-physical abilities, and are called doping substances. Doping, therefore, is the improvement of sport performance through

Doping is contrary to fair play because all sportsmen should compete under the same circumstances.

unnatural methods. From a biological aspect doping is unnatural and in many circumstances is risky for life. It is contrary to fair play, because all athletes should compete under the same circumstances. Technological advances have aided in the detection of doping methods. But the

threat of punishment still does not prevent athletes from doping. It is important to prove to young people that it is bad to dirty competition with deceit. It is especially hard to convince young people who are trying to play for money of the dangers of doping.

Usage of doping substances is noxious for health. It is not fair towards team mates and coach, towards a doctor who takes care of the health of the athletes, and towards the public who want to watch fair competition with no unnatural superiority of one competitor towards another.



10.1 Definition

Doping is the use of substances and methods intended to improve the performance of a player. Doping poses a risk to health and it goes against sporting ethics. Doping also concerns any person who incites or encourages this practice. For the World Anti-Doping Agency (WADA), doping is defined as one or more violations of the anti-doping regulations:

- The presence of a prohibited substance or its metabolites or markers in a player's bodily specimen.
- Use or attempted use of a prohibited substance or a prohibited method.
- Refusing, or failing without compelling justification, to submit to an anti-doping control.
- Failing to respect the obligation to give information on whereabouts.
- Tampering, or attempting to tamper, with any part of the doping control.
- Possession, administration or trafficking of any prohibited substance or prohibited method.
- Assisting, encouraging, aiding, abetting, covering up or any other type of complicity.

10.2 The Controls

Announced or unannounced doping controls can be carried out during the competitions such as the main official competitions of FIBA for national teams e.g.: Olympic Games, World Championships, Continental Championships, or official FIBA cups, tournaments, and club competitions organized by national federations, and international tournaments officially recognized by FIBA, for clubs and national teams. Doping controls can also be done outside of competitions by WADA, national Anti-doping agencies, FIBA or national federations during training, camps, scrimmages, practices, etc. or at any time during the year. The NF doctor must be aware of the FIBA Internal Regulations governing Doping Control and have the latest WADA list of prohibited substances and methods and inform players in advance about procedure and consequences.

10.3 Traps

Players should be aware of the traps especially in the cases of using medicaments against asthma and colds and using "Recreational" drugs and nutritional supplements. Medication against asthma and colds may contain prohibited substances. The use of certain medications to treat asthma is permitted but requires a Therapeutic Use Exemption (TUE). The majority of recreational drugs can lead to positive test results. The use of nutritional supplements can also lead to positive test results. These products can contain prohibited substances (Nandrolone, Ephedra), which are not mentioned on the packaging.

10.4 General Procedure

After the player has been selected for a doping control and undergoes the test, samples collected are packed and sealed into a secured transport bag which is transported to the laboratory, where sample A is analyzed and sample B is stored securely. If the test of sample A is positive FIBA notifies the player that an anti-doping rule has been violated and the player will be immediately suspended. He shall have the right to request an analysis of the B sample, in the same laboratory and to be present at such an analysis.

If the test of sample B is positive, the player is informed about the application of sanctions.



The player has the right to be heard by the Anti-Doping body of FIBA and can appeal against the judgment (Appeals Commission of FIBA - Court of Arbitration for Sport, Lausanne). If the result of the test of sample B does not confirm the positive test, the anti-doping violation is void. Sanctions will be applied depending on the nature of the anti-doping violation. The initial sanction for a first doping offence is a 2-year period of ineligibility. For a second offence, the player would be banned for life. Sanctions may be reduced if the player can prove that exceptional circumstances exist or in the case of the presence of certain specified substances.

It is important to know that the use of cannabinoids (marijuana, hashish) is subject to sanctions and that the sanctions for trafficking, prescription, possession and other anti-doping rule violations are more severe.

10.5 Players' Responsibilities and Rights

The player must respect sporting ethics and must be sensitive to and informed about doping, its consequences and its damaging effects. The more famous the player is, the more he is a "role model" for young people. His commitment against doping is an example to others.

It is the responsibility of the athlete:

- To understand and respect the anti-doping regulations of FIBA.
- To know the list of banned substances and methods, to be aware of all substances taken into his body orally, anally, through the skin, by injection or inhaled that might contain prohibited substances.
- To be certain that anything which he consumes (or which he is advised to consume) is permitted.
- To be particularly careful with nutritional supplements and herbal preparations which can contain prohibited substances.

It is the right of the athlete:

- To be informed in writing of his selection for an anti-doping control.
- To be informed of the compulsory nature of an anti-doping control and the risk of sanction in the case of a refusal to submit to the test.
- To provide explanations for his absence.
- To be accompanied (by the team doctor and, if necessary, by an interpreter).
- To be supervised, during the collection of urine, by a person of the same sex.
- To verify the code numbers, the seal and the impregnability of the bottles as well as to assure himself that his identity is not reproduced on the document intended for the laboratory (pink copy).
- To participate in the official medal ceremonies.
- To speak to the media on condition that he arrives at the Doping Control Station within the given time (maximum 15 minutes).
- To receive (via the team doctor) a copy of the anti-doping control report (green copy).
- To comment on the anti-doping control report.
- To be informed of a positive result of sample A and to request the analysis of sample B.



- To attend the opening and analysis of sample B.
- To have a hearing, a fair judgment and to be informed of any consequent sanctions.
- To appeal any decisions to FIBA and ultimately to the Court of Arbitration for Sport.

10.6 Prohibited List in the Framework of FIBA Competitions (National Teams and clubs)

Prohibited substances:

1. Stimulants (e.g. amphetamine – ephedrine)
2. Narcotics (e.g. morphine – heroin)
3. Cannabinoids (e.g. hashish – marijuana)
4. Anabolic agents (Anabolic androgenic steroids - e.g. nandrolone, testosterone (except if the concentration is attributable to a pathological or physiological condition and other anabolic agents e.g. clenbuterol)
5. Peptide hormones (e.g. EPO - growth hormone – insulin)
6. Beta – 2 agonists (Salbutamol, salmeterol, formoterol and terbutaline are permitted by inhalation if a T.U.E. has been granted - e.g. asthma)
7. Agents with anti-estrogenic activity (only in males)
8. Masking agents (e.g. diuretics)
9. Glucocorticosteroids (medication may not be taken, orally, rectally or by intravenous or intramuscular administration, unless a T.U.E has been granted and other administration routes require a medical notification/abbreviated T.U.E.).

Prohibited Methods:

1. Enhancement of oxygen transfer
2. Pharmacological, chemical and physical manipulation
3. Gene doping

T.U.E: Therapeutical Use Exemption

The use of otherwise prohibited medications may be permitted to treat disease or medical conditions (e.g.: asthma – diabetes) following a review of an application for an exemption (TUE). Such applications must be submitted to FIBA using the appropriate forms.

Be careful and keep in mind that this list is regularly amended and it is important that players and doctors refer to the list currently in force. For that purpose, they should consult the web sites of these organizations: WADA (www.wada-ama.org), IOC (www.olympic.org), FIBA (www.fiba.com), or the National Anti-Doping Agencies, the National Olympic Committees or the National Basketball Federations. The above list does not replace the official WADA list of prohibited substances and methods.

Note: For further information, the FIBA Internal Regulations governing Doping Control can be consulted on the FIBA web site: www.fiba.com



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YOU HAVE LAID THE FOUNDATIONS AND YOU ARE ENJOYING GROWTH. NOW LET'S PLAY! WITH THIS SECTION YOU ARE IN THE FIELD OF PLAY, AND YOU CAN LEARN ABOUT COMPETITIONS, SCOUTING, COACHING AND MUCH MORE. BECAUSE THIS IS WHAT BASKETBALL IS ALL ABOUT: THE PLEASURE OF PLAYING.





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3.1 COMPETITIONS



WHY YOU SHOULD READ THIS CHAPTER?

Basketball Competitions Can Always be Improved

This chapter could be called “everything you need to know in order to run realistic, manageable and hopefully successful basketball competitions in your country”. It features hints on how to best connect the demand for basketball in your country with a competition structure that makes sense.

Most federations are already running their own leagues and so while this chapter does offer a clear, structured vision on how to create a perfect league it will also assist those of you who are looking to improve your existing competitions.

A league can always get better. Basketball competitions can always be improved. Ways to increase revenues can be found. The local communities could always be more involved. Very often, it is about making the competition structure more manageable and consistent with local needs. This is not an easy task.

This is why this chapter gives you some hints on what you should focus on in the different areas of running your competitions so that they become even more exciting, even more challenging, and watched by even more people.



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1. Introduction

In its early days, basketball was played purely for entertainment, to compete and socialize between communities as with other sports. As the sports and society developed, competition becomes more intense, advertising and promotion of the game followed in due course. Today, basketball is a commercial product and this creates its own problems.

In the beginning basketball players provided all the required equipment themselves and they were playing basketball as a hobby in their free time. Today basketball is played by physically and technically well trained players, in purpose built sport facilities. Their design has been the result of much research and development and they are filled with technically advanced equipment. Game times are arranged around the needs of television, often broadcasting to an audience on the other side of the world.

Basketball is a sport for everyone; the tall, the short, the thin, the fat, men and women, boys and girls. This is very important characteristic which must be remembered by administrators at all levels in our sport. For our sport to grow and continue to be popular it needs to get the attention of the public. It is not possible to get this attention only by practising, as in other sports. Intense competition with skilful play and a high excitement is needed to keep the supporter's attention. Therefore, for spreading basketball and keeping it contemporary basketball competitions are as important as the practices for the players.

2. Basketball Competitions

There can be many different motives for running basketball competitions such as; development of basketball and basketball players, creating an opportunity for the youth to play sports, arouse the interest of the public, bringing our sport to their attention and national promotion. The reasons for running competitions need to be clearly identified if we want them to fulfill expectations.

The goals and the purposes for organizing basketball competitions are;

- a) Improvement of the national basketball therefore the international profile of the country.
- b) Increase the popularity of the sport.
- c) Encourage young people to participate in sport.
- d) Improvement of the players, coaches and referees who will participate in high level league activities.
- e) Arousing the public interest of the opinion and generating the necessary investments and providing the cash flow.

Taking the above into the consideration, basketball competitions can be classified as follows:





- a) High level (Division A) league competitions.
- b) Additional/mid level competitions.
- c) Division B and/or regional league competitions.
- d) Youth competitions.
- e) School activities.

To organize successful competitions which fulfil the goals and targets established, it is necessary to consider national and international circumstances.

Some national and international circumstances which should be taken into consideration in planning of the competitions are as follows:

- a) The country's land mass, the number of inhabitants and the distribution of the population.
- b) The transportation conditions between the cities or the regions.
- c) The economic balance between the cities or the regions.
- d) Climate conditions.
- e) Sport facility standards and their suitability for basketball.
- f) Number of clubs and the organization, administrative, technical structures, financial resources and sport facilities of the clubs.
- g) Number of players, their levels, abilities and training.
- h) Number of coaches, their levels, abilities and training.
- i) Number of referees, their levels, abilities and training.
- j) Interest show by TV in basketball.
- k) Sponsorships opportunities.
- l) Security.
- m) The calendar of the national team activities.
- n) The calendar of the international club competitions.
- o) The calendar of the basketball seasons of the countries where the foreign players are from.

3. League Activities

League activities, together with the national team activities are the indicators of the level of basketball in the country. Usually the national team activities do not cover an extended period and therefore do not stay in the focus for long. However, they are very effective in stirring national pride. On the other hand, league activities stay longer in the public focus longer, over a longer period of time and more regularly. Therefore, it is necessary to apply the perfect and the most ideal competition system for league activities and to try and satisfy the needs of the other parts of sport.

However, the most crucial problem is identifying the perfect system. Due to the issues identified above, there is a good chance that a system which has been very successful in one country will fail in another. So, it is not possible to recommend a perfect model which can be applied to every country. The most correct and recommended way is to identify the best system for each country by taking the suggested



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examples into consideration and making the necessary changes due to the individual circumstances in each country.

3.1 High Level League Competition (Division A)

Since any failure of competition at this level will reflect directly on the country's basketball, the administrative areas and also have high spectator appeal. During the high level league competition seasons, international competitions activities have an influence on national circumstances because the players who play in the national team also play in the league and the teams of the leagues participate to the international club competitions. There should also be some extra activities during the games such as, show groups, mini concerts, contest, etc; in order to increase the interest of the fans and the competitions profile to the highest level. The competitions must be played in the best facilities available for basketball.

Number of Teams

Initially, it is needed to determine the number of the teams in the league, so that the best competition format can be decided. Try to make all teams in the highest level (division A) competition even (financially, administrative, technical staff and sport facilities). An imbalance between teams decreases the quality of games in the league. As a result, public interest will fall and the demand for sponsorships will reduce. Therefore, while planning the highest level (division A) competition, do not artificially increase the number of the teams. Instead it is better to have leagues with teams of equal ability.

The imbalance between the teams would decrease the quality of the league.

Period of the Season and the Calendar

To create an ideal league calendar, make decisions about how many weeks you want to play and when you want to start and finish your competitions. It is better to avoid schooldays and workdays if you want big game attendances and/or games to be watched at the TV. With this in mind, consider arranging games on the weekends when determining the period of the season. In some countries where there are more teams in the leagues, sometimes there are games after working hours during the week. In some cases, when some of the clubs in the leagues also play in international competitions this may cause delays in the league program. Such a situation creates another potential problem, when too many games lowers the performance of the players and decreases the quality of the league. Therefore it is recommended when determining the number of the weeks to count only the weekends.

While determining the length of the season, factors which should be taken into consideration are:

1. The calendar of the national teams (game & camp schedule).
2. International clubs activities.
3. The best climatic season for the basketball games.
4. The additional weeks in case the games are postponed because of bad weather conditions.
5. The holiday period.
6. Christmas, Easter, national holidays (the ones which may prevent games being played).



7. All Star Week.
8. Player's resting time.
9. Preparation time before the season.

Although there would be some changes due to basketball activities in different continents and countries, a general example could be:

Competitions and preparations period	30-36 weeks
National Team games and preparation period	10-12 weeks
Vacation	6-8 weeks

Competition Formats

The highest level (division A) league competition should be played in a system where all teams play each other with at least one home and one away game.

The ideal team number for this level would be minimum 10 and maximum 16. There is a possibility that in some countries, where the population is low or the basketball is not popular enough, there may not be enough evenly balanced teams. In this case, we recommend a 4, 6 or 8 team league organization as a start (for competitions with an uneven number of teams participating, we suggest the next even number shall be taken).

3.1.1 Competition with 4, 6, 8 teams

The teams would play two home and two away games, in total 4 games with each other. In addition to that, with a 4 or 6 teams system, the teams could play in a neutral city as a tournament for the fifth time.

When this system is applied the league timeframe would be as the table below.

Number of Teams	1st Round	Break	2nd Round	Break	3rd Round
4	3 weeks	1 week	3 weeks	1 week	3 weeks
6	5 weeks	1 week	5 weeks	1 week	5 weeks
8	7 weeks	-	7 weeks	2 weeks	7 weeks

Break	4th Round	Break	Additional Tournament	Total
1 week	3 weeks	1 week	1 week	17 weeks
1 week	5 weeks	1 week	1 week	25 weeks
	7 weeks			30 weeks



This system is given as an example out of necessity, in case there would not be sufficient number of teams. This system is not a system to be recommended in the highest level (division A) competition as a principle. There are advantages and disadvantages for the teams to play each other in a neutral city for the additional tournament as recommended.

Advantages:

- Can be like the finals (play-offs). Adds excitement to the system and increases public interest.
- The interest in that neutral city can raise and a team or a sponsor can be found.

Disadvantages:

- If the champion team is already known because of the results of earlier games, these tournament games will not create adequate excitement.
- There will be an additional cost for transportation, accommodation and organization for the teams.
- The champion team will not be able to receive the cup in the presence of their fans.

3.1.2 Competitions with 10-16 teams

The teams will play twice with each other when this system is applied; one home and one away game. After the games the champion will be defined with the points the teams wins. If there is a division B, the teams who are last will be relegated. The ideal numbers of teams are 12 or 14, because if there are 10 teams the season will end early and if there are 16 teams then the timeframe will be too tight.

The league timeframe could be as shown in the table below according the number of teams.

Number of teams	1st Round	Break	2nd Round	TOTAL
10	9 weeks	2 weeks	9 weeks	20 weeks
12	11 weeks	2 weeks	11 weeks	24 weeks
14	13 weeks	2 weeks	13 weeks	28 weeks
16	15 weeks	2 weeks	15 weeks	32 weeks

The timing of the break can be determined by the organizing League depending on local conditions. The numbers given in this section are just an example. The base would be total number of weeks, determined by the organizing association for completing the league.

Since it is not necessary to win all your games during the league season, (except during the play-offs), interest in the league could be lower. In countries, where there is a strong public interest, the play offs system is organized after the regular season. Although having a low tensioned league seems like a disadvantage in the countries where high level basketball is played and the public interest is high; it may become an advantage for the countries which are just starting to organize their league activities.



Advantages:

- It is easier to manage the league since the number of the tough games will be less between the balanced teams.
- The games will be played in a long term and the ranking will be determined according to these games, therefore the adversities (e.g. short term injuries) the teams encounter, will not affect the general result much.

Disadvantages:

- When the champion team and/or the relegated teams are known weeks before the end of the season, the league would lose its excitement.
- There is a possibility that the teams, which can not be the champion nor relegated, do not attach much importance to the games. That may cause a decrease in the quality level of the league.

3.1.3 Play Offs Competition

It is a must to have a league competition, no matter in which format, with an extended season and a guaranteed number of games for each team, especially for the sponsors. However, if we know early before the end of the season the champion or relegation team the interest in the competition will decrease. Therefore, it is common to have play-offs after the regular season. A play-offs system means; a certain number of teams, proportional to the number of the teams in the leagues, play each other an elimination system. This is based on criteria announced before the season, with quarter finals, semi finals and final games. There are two important advantages of the play offs:

- a) All the games will be played as a final game and the champion will not be known until the last minute. This will keep public interest and the excitement at a very high level.
- b) Since the game results taken during the regular season will be used for the play off rankings and home court advantage, all games will gain importance.

It is obvious that the main target of the play offs system is to increase the importance of the regular season. To help that, some additional rules can be applied for all games played during the season, such as:

- a) The play-off match-up should be done according to regular season rankings. This ranking could be carried through into the further rounds. In this case finishing the season in an upper rank would be an advantage.



- b) The number of winning games required to advance to the next round in play-offs should be an uneven number (e.g. a team winning 3 games out of 5 or 4 games out of 7 will qualify for the



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next round). In this case, one team will play one more home game than the other, to reach the required game number to proceed to the next round. The advantage should be given to the team which finish the league with the higher ranking.

- c) It will increase the importance of the regular season games, if the results of the games played between the teams which match up in play-offs carried forward to the play-offs.

Example:

The team which had won both games during the regular season will start 1-0 ahead at the play-off match ups. In the case where each team had won 1 game the match up would be either 0-0 or 1-1 according to the organizer's choice. Having the match-up to start as 1-1 will result in fewer play-off games between equal teams, however, the length of the play offs will be shorter. On the other hand, having the match up start as 0-0 will result in more thrilling games played between equal teams and the length of play offs will be extended.

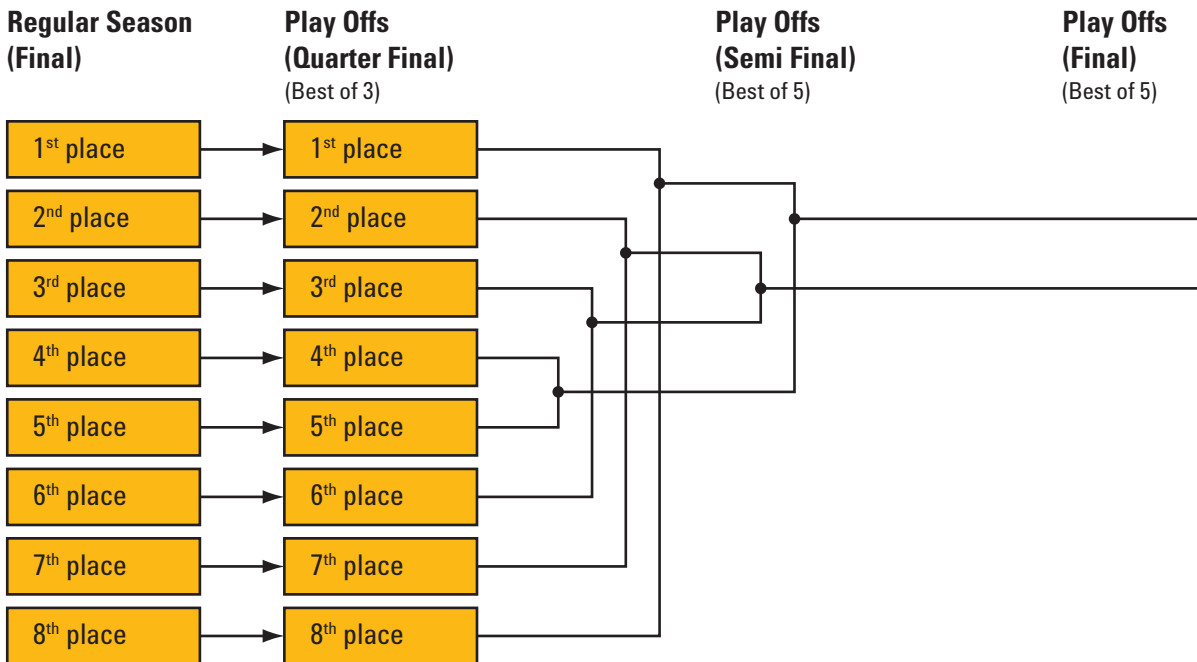
The number of teams for play offs is directly related to the number of teams in the league. Although having more teams in play offs would mean giving a chance to more teams, since teams which are not equally balanced would match up during the first rounds, public interest would be lower. On the other hand, if there will be fewer teams in the play-offs and the ranking of the regular season is clear, well beforehand, then the value of the remaining regular season games will decrease. The ideal number of teams for the play offs would be eight. It also could be six or ten depending on the number of teams in the league. The important points to be taken into consideration regarding the play offs:

- a) Play offs is a continuation of the regular season. It usually requires an additional time period of 6 to 8 weeks, depending on the number of teams, number of game required to qualify for the next round and frequency of the games to be played. This time period should be taken into consideration while preparing the league calendar.
- b) The teams should be required to stage the play offs' games every three days, even though, during the regular season, they usually play on the weekends. The deepness of the roster and the travel conditions of the teams should be taken into consideration while preparing the program.
- c) There will be more high interest games than during the regular season. Therefore, there would be more risky games which may damage basketball's reputation and keep fans away from the arenas. The required cautions should be considered and applied for the possible incidents.
- d) Since there will be many tense and hard games in a short period consideration should be given to prepare the required number and standard of referees.



EXAMPLE FOR THE REGULAR SEASON AND PLAY OFFS

Number of teams: 14
 Number of Play Offs contenders: 8



The teams who qualify to stay in the league next season:

9th place

10th place

11th place

12th place

The teams who face relegation:

13th place

14th place



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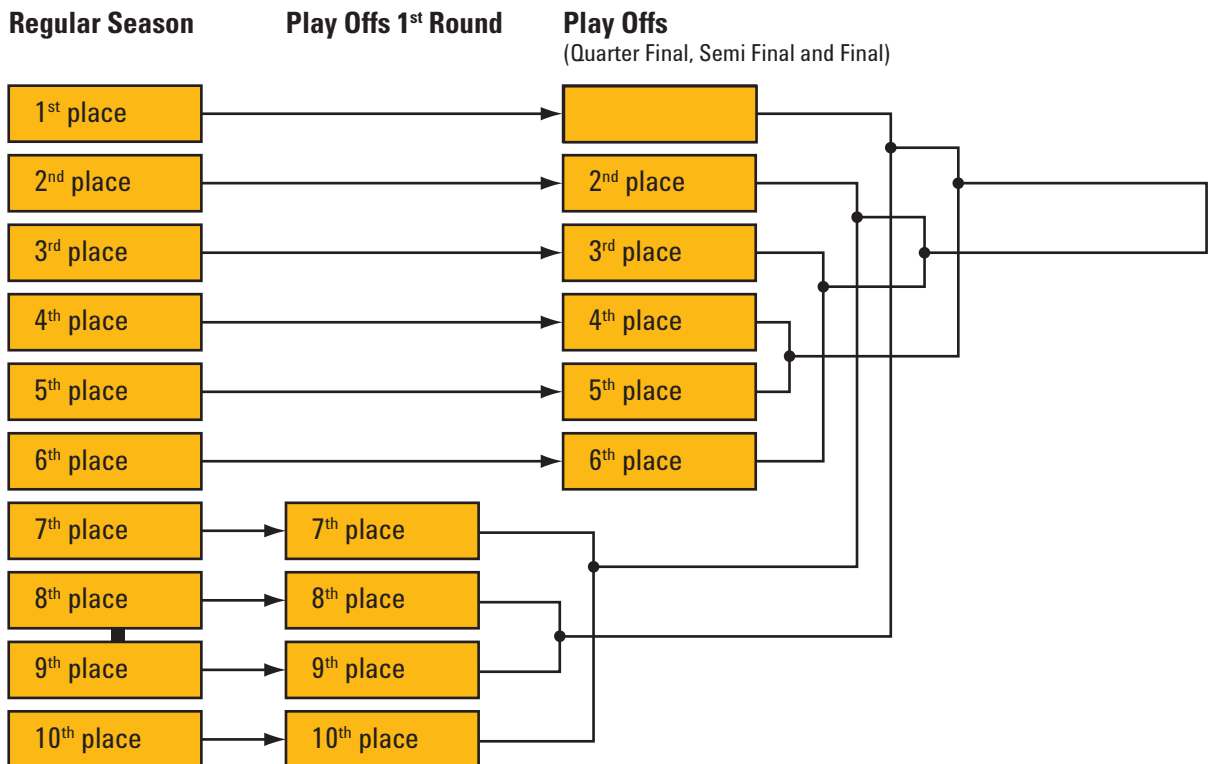
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EXAMPLE FOR THE REGULAR SEASON AND PLAY OFFS

Number of teams: 14
Number of Play Offs contenders: 10



The teams who qualify to remain in the league for the next season:

11th place

12th place

The teams who face relegation:

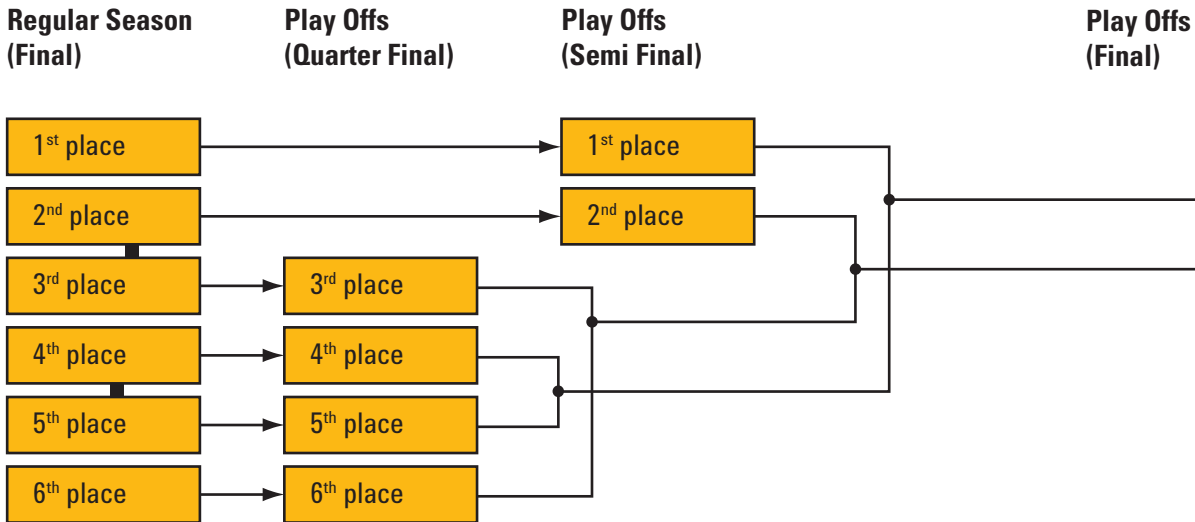
13th place

14th place



EXAMPLE FOR THE REGULAR SEASON AND PLAY OFFS

Number of teams: 12
 Number of Play Offs contenders: 6



The teams who qualify to remain in the league next season:

- 7th place
- 8th place
- 9th place
- 10th place

The teams who face relegation:

- 11th place
- 12th place



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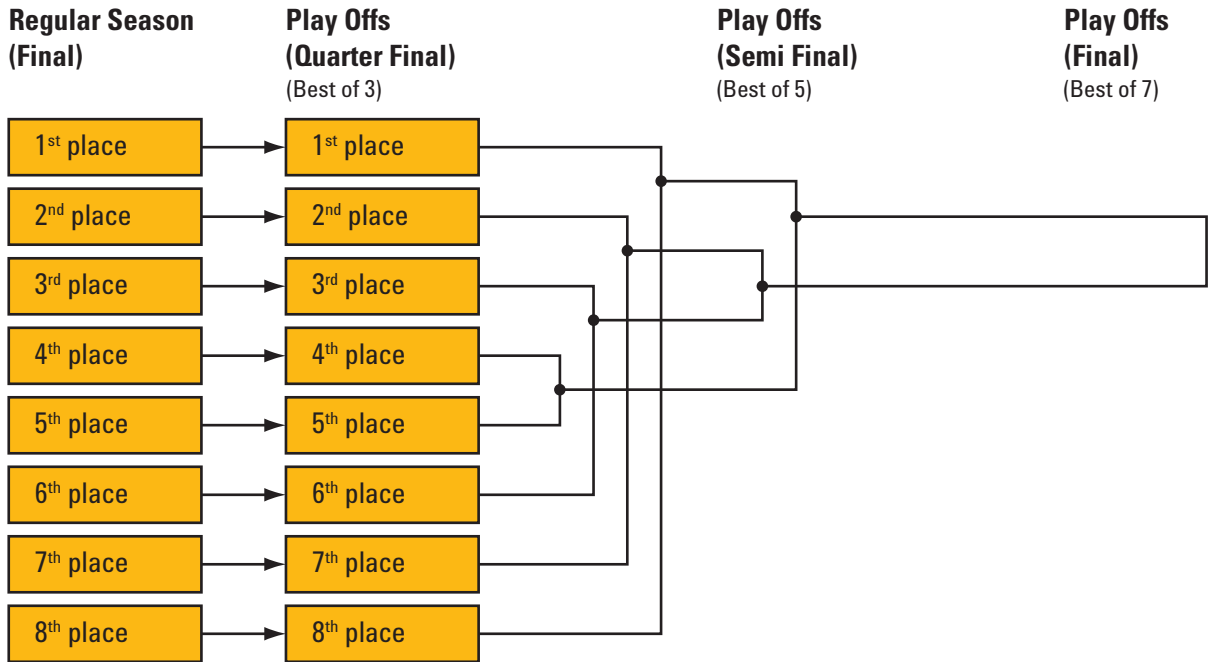
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EXAMPLE FOR THE REGULAR SEASON AND PLAY OFFS

Number of teams: 12
Number of Play Offs contenders: 8



The teams who qualify to remain in the league next season:

9th place

10th place

The teams who face relegation:

11th place

12th place



3.1.4 Play Out Competitions

In case there are huge differences between the teams in the high level league (division A) and the team(s) qualifying from the division B; with respect to administration, finance, facilities and organization, these teams cannot be promoted to the league they qualified for. To do so would upset the balance of the league. To avoid this condition there could be classification games between the last two ranked teams from division A and the first two ranked teams from division B. These games can be organized as a league or as a tournament in a neutral city. This system usually lowers the chance of the division B teams. They lower their expectations and because of that also their financial investment. For this reason the classification system is not very common.

If there is a need for a promotion/reglegation system because of the structure of basketball in the country, a fairer system would be the champion team of division B to qualify to the division A and the last ranked team of division A to be relegated to the division B. In addition, the next two ranked teams from each division (the last second and third last from division A and the second and third from division B) to play a four team classification tournament.

3.2 Additional Competitions

There could be competitions in addition to the league with different systems and names in order to enrich the country basketball activities, to set new goals in different areas.

The additional competitions could be; Presidential Cup, National Cup and Preparation Tournaments, although it may change according the country's basketball potential. It is important to organize them independent from the league activities and in the right conditions fitting the purposes of the organizations. During the competition which is organized in the name of the President of the country, it is important for the winning club and also for the coverage of the media that the President himself present the cup. However if the competition will not have the required support from the clubs, the media will loose interest in the event.

Organizing independent cup games between the teams regardless of the league in which they play has several advantages. During these competitions the teams usually play the first rounds as elimination system and the qualifying four or eight teams play the final in a different city.

Advantages:

- An additional excitement creates a different target for the clubs.
- The teams from division B get the opportunity to play against the teams from division A. This causes the teams to gain some experience and also fans living in these cities get the chance to watch the teams from division A.
- The additional games may be an additional income resource for the clubs.
- Since the chance factor plays a big role during the draw, there is the opportunity that sometimes some low budgeted teams may qualify for the next round instead of the favorite team.
- Having the final with the qualified four or eight teams (Final 4 or Final 8) in a neutral city will cause basketball excitement in that city and the fans will get the chance to watch the basketball stars. With interest, there might be the possibility of new basketball resources.



Disadvantages:

- An additional cost for the clubs.
- The calendar of the league may get longer.

There can be some arrangements made for some teams to play some of their pre-season games before the season in the cities where there are no basketball teams for the same reason. The preparation plans of the teams, the accommodation conditions and the transportation conditions shall be considered while making such an arrangement.

3.3 Division B and/or Regional League Activities

In the countries where the population or the interest for basketball is sufficient to organize division B and/or regional leagues, this should be done.

The main purposes to organize these leagues are as follows:

- a) To spread basketball in the country.
- b) To more opportunities to play basketball.
- c) To create the chance for players, coaches and referees to develop themselves for the high level (division A) leagues.
- d) To give teams an opportunity and target to qualify for an upper league administratively, financially and organizationally.

In the countries where population is small and the basketball potential is limited, there are second (division B) leagues organized with the same number of teams as the high level (division A) league. It is recommended to have a similar structure for both leagues when the conditions are limited. It is fairer to determine the champion of the division B league with the ranking of the regular season instead of the play off system where the chance factor is higher, since the target of these teams is to qualify for the upper (division A) league.

It is recommended to organize the low level (division B) leagues as wide as possible and regionally in the countries where there are no limits as the population and the potential of basketball. The criteria below, should be taken into consideration while forming the structure of these leagues:

- a) The system should allow the teams to play maximum number of games.
- b) The chance factor should be minimal.
- c) The teams should be evenly matched.
- d) The regional geography of the country and the travel conditions should be taken into consideration while forming the groups.
- e) As emphasized in the previous sections there should be various rules for all games having an importance.

Example:

The game results taken during the group games should affect the teams which qualify for an upper group and the teams will play against the teams which qualify from the other group

- f) There should be some applications for the development of the players.



Example:

1. Limitation on the number of the foreign players.
2. Limitation on players older than a certain age.

An illustration for a division B league, while taking into consideration the above mentioned purposes and targets can be seen below. First of all, a pyramid system from bottom to top should be considered where all teams have equal opportunities and chances. The number of groups should be divisible by two (2, 4, 8 etc.) and there should be minimum 8, maximum 12 teams at each group.



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EXAMPLE – 1

12 teams 2 groups

Total 24 teams

Group A

1	Team
2	Team
3	Team
4	Team
5	Team
6	Team
7	Team
8	Team
9	Team
10	Team
11	Team
12	Team

Group B

1	Team
2	Team
3	Team
4	Team
5	Team
6	Team
7	Team
8	Team
9	Team
10	Team
11	Team
12	Team

1st Round Games: 22 weeks

1	A gr. 1. Team
2	A gr. 2. Team
3	A gr. 3. Team
4	A gr. 4. Team
5	A gr. 5. Team
6	A gr. 6. Team
7	B gr. 1. Team
8	B gr. 2. Team
9	B gr. 3. Team
10	B gr. 4. Team
11	B gr. 5. Team
12	B gr. 6. Team

Final and clasification Group games:
12 weeks
Each team will carry the games they played in their own group to the next round and only play with the teams from the other group.

Classification Group

1	A gr. 7. Team
2	A gr. 8. Team
3	A gr. 9. Team
4	A gr. 10. Team
5	A gr. 11. Team
6	A gr. 12. Team
7	B gr. 7. Team
8	B gr. 8. Team
9	B gr. 9. Team
10	B gr. 10. Team
11	B gr. 11. Team
12	B gr. 12. Team



EXAMPLE – 2

10 teams 4 groups

Total 40 teams

Group A	1	Team	Group B	1	Team	Group C	1	Team	Group D	1	Team
	2	Team		2	Team		2	Team		2	Team
	3	Team		3	Team		3	Team		3	Team
	4	Team		4	Team		4	Team		4	Team
	5	Team		5	Team		5	Team		5	Team
	6	Team		6	Team		6	Team		6	Team
	7	Team		7	Team		7	Team		7	Team
	8	Team		8	Team		8	Team		8	Team
	9	Team		9	Team		9	Team		9	Team
	10	Team		10	Team		10	Team		10	Team

1st Round Games: 18 weeks

Semi Final Group (1)	1	A gr. 1. Team	Semi Final Group (2)	1	C gr. 1. Team	Classification Group	1	A gr. 9. Team
	2	A gr. 2. Team		2	C gr. 2. Team		2	A gr. 10. Team
	3	A gr. 3. Team		3	C gr. 3. Team		3	B gr. 9. Team
	4	A gr. 4. Team		4	C gr. 4. Team		4	B gr. 10. Team
	5	B gr. 1. Team		5	D gr. 1. Team		5	C gr. 9. Team
	6	B gr. 2. Team		6	D gr. 2. Team		6	C gr. 10. Team
	7	B gr. 3. Team		7	D gr. 3. Team		7	D gr. 9. Team
	8	B gr. 4. Team		8	D gr. 4. Team		8	D gr. 10. Team

Semi Final Group games: 8 weeks

Each team will carry the games they played in their own group to the next round and only play with the teams from the other group.

Final Group	1	Semi Final Gr. (1) 1. Team
	2	Semi Final Gr. (1) 2. Team
	3	Semi Final Gr. (1) 3. Team
	4	Semi Final Gr. (1) 4. Team
	5	Semi Final Gr. (2) 1. Team
	6	Semi Final Gr. (2) 2. Team
	7	Semi Final Gr. (2) 3. Team
	8	Semi Final Gr. (2) 4. Team

Final Group games: 8 weeks

Each team will carry the games they played in their own group to the next round and only play with the teams from the other group.



4. Youth Competitions

It is a well known, and indisputable fact, that youth organizations are the main vehicle for spreading and promoting public interest in basketball. For this reason, the NF needs to take care to plan and realize these competitions.

Where are age groups are based in youth competitions:

- a) Junior Under 18
- b) Cadet/Cadettes Under 16
- c) Paserella Under 14

The competitions for these categories should be planned based on a system which is closer to league competitions at the age group for U18 and a system where the basic fundamentals of basketball are taught for the younger age groups such as U16 and U14. No matter which target has the priority, the aim at these categories should be to produce quality players for senior competitions and to have games played between balanced teams.

The players in junior, cadets/cadettes and paserelle categories are in the education system, therefore while planning the competitions of these categories, the school program has to be taken into consideration. The youth competitions should start regionally and at the weekends during the school time and after that, there should be tournaments organized covering the whole country during the weekends and school breaks.

Accordingly the organizational calendar could be planned as follows:

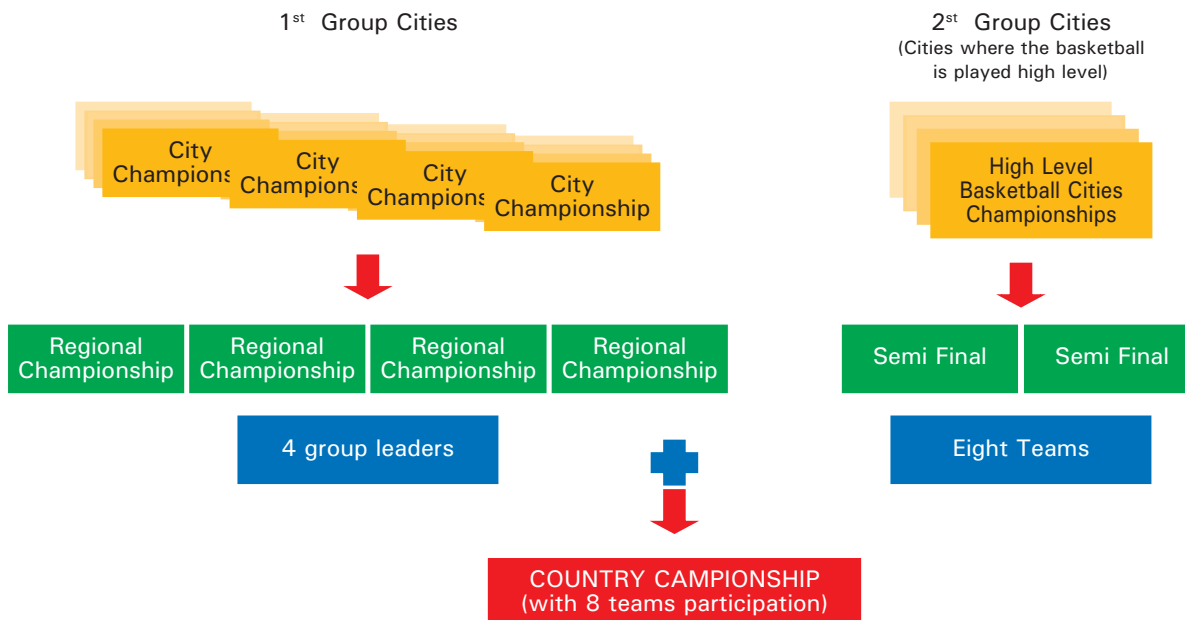
- a) City championships 6 months Parallel to schools starting
- b) Regional championships 1 month
- c) Semi finals 15 days
- d) Finals 15 days

The simplest form of these competitions would be first city championships, then regional championships with the participation of the city champions. A certain number of regional champion teams with the highest ranking, would first participate in the semi finals and then the finals. There could be finals without the semi finals according to the country's land area, population ratio and the number of teams. The city champions participating equally in the national championship may seem a fair method but if the basketball distribution of the country is not balanced then this may affect the final stage negatively. In this case, the unequal teams will participate in the national finals and this will decrease the quality level of the organization and more importantly the young basketball players may lose interest in basketball when they lose by a big margin. Therefore, in countries where the basketball strength is regionally not balanced there should be some arrangements in the system to avoid this negativity.

The national championships in these categories could be arranged with 8 to 16 teams although it may change according to the land area, basketball potential and population distribution of the country. (It is recommended to have fewer teams at older ages and more teams at younger ages). The accommodation opportunities and the number of sport facilities of the city where the organization will be organized will be very important for increasing the team number.



A sample system for the youth organizations considering the above mentioned purposes and targets could be as below.



This system is to give an idea of the organization flow. A different flow system can also be formed as categorizing the cities where basketball level is high. The main purpose would be the need to have the teams which participate in the national championships, reasonably balanced.

5. Keep in Mind

The goal of all persons responsible for managing basketball, is the same in all countries where basketball is played and loved. To raise the level of basketball and to represent the country in the best way possible. The most ideal system should be formed and applied on every stage to reach this goal. The key words for success are to form the ideal system and to apply it. Unfortunately there is not one description for the ideal system. The system used for the successful progress in one country may fail in another one. The ideal system would be different in each country according to the country's unique conditions.

The goal of this is not to create a role model to be applied at all countries, and here we tried to pass the experiences of the successful examples of competitions and leagues. It is possible that some failed experiments could be successful in another country because of special conditions. We have full confidence that you will have an idea about the systems mentioned here and create the ideal system for your own country while taking your country's conditions into consideration.



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3.2 GAME PREPARATION SCOUTING



WHY YOU SHOULD READ THIS CHAPTER?

Implementing Strategy on the Field of Play is the Key to Success

Scouting is the culmination of many activities aimed at best preparing a team to beat an opponent. Offense, defense, master reports are today a must-know field for every coach.

But our worst enemy is very often ourselves. Planning a strategy for a team can be tricky, but it is a very similar process to what we have seen in the first section of this manual, Structuring.

In order to be successful, the structure of the team on the field of play, the way the best assets of each player are used to their full potential must closely follow the predetermined strategy.

The management of a basketball federation can learn from their very own teams: first you decide what your strategy is, then you put the structure in place to achieve your goals.



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1. Introduction

Scouting is an indispensable element in preparing the team both for an individual match and the competition as a whole. This task is usually performed by an assistant coach or a member of the expert board in charge of scouting. The basic principle of scouting is to know the philosophy of the head coach, the strength of your players, the team as a whole, and the philosophy of the opposing coach.

The scouting system comprises competition preparation and scouting of a particular opponent. The scouting result is the initial (working) report consisting of the offence worksheet, defense worksheet, statistical sheet and the scenario for making a videotape. The initial report is the basis of the master report which comprises the offence and defense report, the report on the individual player characteristics and habits and a videotape lasting 18-22 minutes.

The basic principle of scouting is to know the philosophy of the head coach, the strength of your players, the team as a whole and the philosophy of the opposing coach.

The master report provides guidelines to the coaching staff for creating a strategy for the following match and for informing the players of the opponents' philosophy and individual characteristics of their direct opponents. Very often, coaches have a problem in creating team tactics and preparing their team for a specific game. Each detail of the

team's game facilitates the way to victory. Information about the style of play and personnel on the opposing team are indispensable parts of the strategy. If we know our opponents well, our preparations for a match will be better and it will be easier for our team to set the style and pace of play our team in order to win.

It is necessary to develop the philosophy, system and technology of scouting. It is important to systematically gather and analyse information and present it to the team in a form which they can readily use. We should also practice individual and team tactics based on information from the scouting reports, during micro-cycles (between two matches).

2. Basic Principles in Developing the Scouting Philosophy

In order to make work model and scouting system model, the following principle should be respected:

1. Put yourself in the head coach's shoes.
2. Know the strengths, advantages and disadvantages of our own team.
3. Know individual qualities, habits and weaknesses of our own players on the team.
4. Gather information on the opposing players and their plays.
5. Be in the shoes of the opposing coach.

2.1 Being in the Head Coach's Shoes (thinking like the head coach)

The fact is that the assistant coach or the person in charge of information gathering is not the head coach. Therefore it is very important to understand the game system and philosophy of the head coach. It is necessary to know the methods he uses in order to present information in a way which he can understand and use. If the report is made in accordance with the terms of the head coach's philosophy, the preparation would be more efficient and tactics would be more easily understood.



This problem may be approached in two ways:

We can gather and select all information on our opponents that we would analyze together with the head coach. During our joint work we match all information with his philosophy and jointly simplify and reduce information to a number of details that could be practiced and implemented by our team.

We can analyze and select information ourselves, having in mind what kind of information the head coach would like to know about the opponent. In other words, what he thinks is important, and not important in our opinion. In time, with familiarity, this would become a natural process and you will automatically know what information the head coach needs to know in order to make preparations for a match.



2.2 Qualities of Our Team

In order to know how to help our team against a particular opponent, we should know our own team's strengths and weakness of our own team. This will help us focus on specific elements and phases of the game. We should be able to predict some moves of the opposing coach in relation to our team. We should simply know how to facilitate the play of our team (not to find ourselves in a situation to give mouth-to-mouth resuscitation to someone who twisted his ankle).

2.3 Qualities of Our Players

If we know the individual qualities and habits of our players, when playing offence as well as defense, we could easily predict our strengths and weaknesses in individual offensive or defensive situations. Having this in mind, we should pay more attention to certain aspects of the opponent's game. Our aim is to reduce the amount of information and provide all our players with the same, clear picture of how to play the match. If everyone has the same understanding, our team will play better.

We don't want each player to pick three out of ten pieces of information. We want all players to choose the same three pieces of information, even if they are of secondary importance for the opponent's play. Therefore, it is useful to test your team, during preparations, how much information they can absorb and process, regarding offence and defense (four in offence and four in defense is an excellent result).

2.4 Gathering Information on our Opponents

When we have adopted the previous three principles, we shall have a clear picture on how to observe the play of our opponent and their players. Information we gather on our opponents, will pass through three filters and become clear during analysis, selection, presentation and practising play against the opponent we scout.

2.5 Being in the Opposing Coach's Shoes

When we are in the shoes of the opposing coach, we begin to understand his philosophy and methods. We have to know and anticipate his moves in certain situations. We must grasp the very



essence of his philosophy and thus know his intentions after our or their time-out, how he begins the quarters, what type of defense he likes to use in crucial situations. We shall not be surprised by certain changes of defensive tactics (type) or offence (combinations of five players and what type of offence he intends to apply with the five players). Our team will be ready for changes, it shall not lose its tempo and it shall maintain its own style of play and method.

The scouting – master report should be focused on the opposing coach and not the teams against which we play, since the coaches rarely change their philosophy. They can complement or improve their philosophy, but they do not wish to change it. Thus we create the database on the opponent coach's philosophy and individual characteristic and habits of the opposing players.

The scouting-master report should be focused on the opponent coach – coaches rarely change their philosophy.

As a result, we obtain all the necessary information on our opponent. Even though you play against a team for the first time, the information you are presented with, will make the opponent team familiar. In time, and with the experience acquired through observing the course of matches, controlling the implementation and efficiency of your tactics, we will be in a position to anticipate all moves of the opposing coach during a match before he actually makes those moves. You will be one step ahead and your own team's play will be facilitated. It is crucial not just to observe the opponent, but to try to anticipate what he will do in relation to our team.

3. The Scouting System

Everything that is done in training should be incorporated in play and its purpose explained. Accordingly, the scouting system should be included in the play requirements – it has to be highly structured. The system must support the head coach's philosophy. We cannot use every good idea, but select the ideas that will support our own programme in the best way, or in other words, choose what you need and not what you like.

The first thing to be included in the system is preparation for a competition.

4. Preparation for a Competition

Within the preparations for a competition it is necessary to make:

1. A schedule of our matches, friendly and official.
2. A schedule of the opponent's friendly and official games.
3. A file of each opponent.
4. A monitoring plan for our immediate opponent.

The opponent's file consists of the following elements:

The team roster including:

- name and surname of the coach name and surname of each player with basic details (number of the player's uniform, position, height, weight and year of birth)
- The outline of the head coach's philosophy (if we have it in our database)



- If we have already played against the coach, the brief analysis of our matches; analysis of our preparations and results as well as the analysis of their preparations and results
- The individual player characteristics and habits from the database
- The schedule of all matches with basic details (date, time and place of a match, whether there was a TV broadcast or not)
- The statements made by the management, coach and players in the media before our match, since we can get some details on the teams and we can use some statements for better psychological preparation of our players.
- Medical reports, which might help predict our opponent's line up.

The next step is to make a monitoring plan for our immediate opponents:

- The schedule of matches (in case the opponents are the ones with whom we play the first three official matches, we monitor the friendly matches).
- We plan to record the matches (from TV or using a camera) and if possible to attend the matches.

The best way to comprehend all the details of the opponent's play is to watch their matches on videotape as this gives the opportunity of slow motion or frozen picture. This way we can watch the details many times. However, the report will not be complete until we see our opponent in the flash – attending their match. On the videotape we cannot see them warming up, communicating with one another or with their coach, and we cannot see whether there are some problems within the team. Some phases of the game will be more complete if we watch the whole game and not what is selected for TV broadcast.

5. Scouting a Particular Opponent

We begin with the tapes we have collected. We watch the last three matches they have played before our match, and the last four matches for obtaining the statistics of individual player characteristics and habits. If we attend a match, we should have previously prepared reports from matches (from the team's file) and which includes:

- The team roster.
- The coach's philosophy.
- The analysis of previous matches.
- Analysis of our preparations and results.
- Analysis of their preparations and results.
- The statistics of individual characteristics and habits from the database.
- The schedule of matches.
- The media statements.
- The medical reports.

The file should also include the official statistics of the previous or current competitions as follows:

- Cumulative
- Cumulative (away matches)



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- Cumulative (home matches)
- Statistics of the matches we watched live

If we make a report on the opponent against whom we play the first three matches, we should use the statistics of the friendly matches we have attended. Analyzing all the data on the team we have on file, we should know how to watch the opponent and how to relate its plays to our team. The videotape should be watched with a clear focus on what we are looking for. With the help of the report of the match we attended, we can make the initial or working report.

The greatest value of videotape above all other scouting methods, is the opportunity to make a highlights videotape to present to the head coach and the players. This method of presenting information is more impressive and efficient than other methods. The weakness of this method is that sometimes the speed and team plays of the match are not clearly seen.

6. The Initial (working) Report

The working report consists of the following elements:

- Offence worksheet.
- Defense worksheet.
- Statistics worksheet.
- Scenario for making a video tape.

Before analyzing each sheet, it is necessary to explain the method of data entering in the sheets and their coding. While watching a match from the videotape, the following elements should be entered:

- Basketball diagrams.
- Observations and comments.
- Basketball statistics.
- Numbers from the timer of the video recorder's.

When we have finished watching the match, all data to be entered in the master report is already there. The master report consists of the following elements:

- Offence diagrams and statistics.
- Defensive philosophy and dynamics.
- Players' individual characteristics and habits and observations on the players.
- Videotapes.

The videotape consists of clips of certain phases of the opponent's play. If we have a computer and software that supports visual processing, our task is simpler and the presentation is more efficient. While watching a match, video clips are recorded on the hard disc. Once they are in the computer, it is easy to process them, arrange them by phases of the game, and thus we save time in making the videotape recording which lasts 18-22 minutes. In this case, we enter only diagrams and basketball statistics in the working report.



7. Offense Worksheet

The purpose of using the offence worksheet

From the offence worksheet we obtain the following information:

1. Diagrams and statistics of the opponent offence against man to man defense from which we obtain the answers to the following questions:
 - Which opponens are the basic players for picks
 - Which players are the main scorers
 - Who plays with his back to the basket
 - To what extent are the screens efficient and which players are inactive after setting a screen
 - When do they use special situations
 - Which players are not involved when playing offence
 - What type of offence do they use in the last 10 seconds of their offence, when their offence break down or when they have shotclock problems
2. Diagrams and statistics of out-of-bounds plays:
 - From the baseline
 - From the sideline
3. Diagrams and statistics of the offences against zone defense and combination defenses
4. Diagrams on how they solve special situations
 - Jump ball situations
 - Free-throws situations (who are the best and who is the worst free-throws shooter)
5. Diagrams of the offence against pressing defenses
 - Who inbounds the ball
 - The starting line-up
 - Which players are not involved, do not see the ball and do not participate in the offence
6. Transition
 - Primary fastbreak
 - Secondary fastbreak
7. Offensive rebound
 - Who goes for a rebound and who doesn't
 - Which players follow the ball after a shoot
 - When and how they assume their position for rebound



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8. Defense worksheet

The reason for using the defense worksheet

By using the defense worksheet we can learn everything about the defense of our opponents, paying more attention to those parts affect our play. We shall pose some questions that the defense worksheet should answer:

1. Regarding the individual defense:

- What is the intention of their play when making the screen?
- Do they channel the player with the ball and in what direction?
- How aggressively do they pressure the passing lane?
- Do they allow a return pass?
- What is their defense against the mismatch?
- What types of defense they play:
 - on the player who shoots?
 - on the player with his back to the basket?
- How do they play on the help side?
- What is their defense from the screen with the ball (pick and roll or hand off)?
- Who are the best and who are the worst players on defense?

2. Regarding the zone defense and combination defense.

- What is the defense type and how far does it extend?
- Do they use a classic zone defense or they try to adapt the line up or certain moves of the offensive players?
- How do they defend the corners, who goes out and do they double-team?
- Can we attack the “short corner”?
- How do they recover and at what speed?

3. Regarding pressing defenses:

- What types of pressing defense they use?
- Do they use them all the time or from time to time?
- When do they like to use pressing defense (after free-throws, after time-out, after the first defense in the quarter, etc)?
- How do they defend the mid-court?

Also we want to know everything about the defense movements since it establishes the game pace. The types and tempo of defense are recorded by quarters, types and moments of change.



9. Master Report

Information gathered from the working report will be arranged and simplified in order to find the essence of the opponent's philosophy and their method of play. The master report consists of the following elements:

1. Offense report
2. Defense report
3. Report on individual player characteristics and habits
4. Videotapes

At the team meeting, we give our players the first three reports, the official cumulative statistics, and the videotape is watched.

10. Offense Report

In the offence report the diagrams of the opponent offence and basketball statistics are recorded. The offence is classified by its purpose (pick-and-roll, plays for inside players, plays for the shooters, etc.) i.e. the attacks that constitute the essence of their offence are entered first. The offence report consists of the following elements:

- Basketball statistics diagram
- Scoring structure

Diagrams and basketball statistics

On the first page of the report the offenses against man-to-man defense are entered.

11. Defense Report

In the defense section of the master report, the defense worksheets are used, and in it, comments, conclusions and principles of the opponent defense play are entered. We always try to find the weaknesses and the strengths of their defense in order to know how to play against them.

It is necessary to find the answers to the questions – who are the weak players:

- When guarding the player with the ball.
- On the ball side.
- On the help side.
- Against players with their backs to the basket.
- In the team defense.

Such data is very useful for the preparation of our offence as well as for the psychological preparation of the players for a match.



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12. Individual Player Characteristics and Habits

With this report we inform the coaches and players on the opposing player's individual weaknesses and strengths. We use the worksheet in which we enter the numbers.

The report on individual characteristics consists of the following elements:

1. Report on the individual players characteristics and habits
2. Supplements to the previous report (observations and on the defense used against particular opponent)
3. Starting fives and substitutions



In the report on the starting five and the substitution system, we pay attention to the changing on-court combinations and the result thereof. For example, position 4 is taken by the player from position 3, the other playmaker is coming into play, etc. The sheet is the same as the sheet for entering the combinations in the working report, with additional comment and remarks on changes in the line-up.

13. Videotape

In the scenario worksheet we have the numbers from the timer of the video recorder timer which mark the beginning of the video clips we wish to record on the tape and the order of recording. The duration of the tape should be 18-22 minutes. The players cannot concentrate longer. During the meeting freeze frames should be used as well as erasable marker for drawing on the TV screen in order to underline specific phase in the opponent's play. Out of 18-22 minutes, the opponent defense should cover 6-8 minutes, while the remaining time is to be devoted to their offence. Sometimes the playmaker's habits must be highlighted, but that may cause a problem with the time limitation of the tape.

The problem may be solved in three ways:

- By holding two meetings, showing the analytical part at one and the highlights during the other
- While showing the analytical tape, pay attention to conspicuous habits of the individual players
- If we have a computer, highlights of the players' habits are not a problem, and the recording could be distributed to players so that they can watch the recording themselves.

In practice, before watching the analytical videotape it is useful to give to the players copies of the individual characteristics and habits of the opponent players as well as the official cumulative statistics. Thus they will know how to watch the analytical tape. It is necessary to say that slow motion is useful, but not too often, since it can prolong the period of tape watching. For example, from 4 to 5 examples of one offensive action. During the first recording, we slow down the film at the moment when our opponents use screens.



14. Keep in Mind

The game of the basketball is evolving and improving very rapidly. The number of high-quality players and teams is increasing. In high-level competitions, there are no teams that can count on the definite victory before the match. A good preparation for matches makes difference between the average and best results. Scouting is an important and indispensable element of such preparation.

The scouting elements cover not only players of the particular teams and the team play, but also the coaches philosophy. Therefore attention should be focused not only on the method of collecting and recording the data during the match (watched on TV or attended), but on the method of data processing and data presenting to the players of our own team.

A video recorder, paper and a four-colour ball-point pen are used. This method is good for performing tasks, although it requires a certain level of practice by the scout. Modern technology facilitates the task, but also leads to some new opportunities. Using professional video equipment and computers systems, it is easy to enter and process data and provide multimedia presentation of the report on any segment of the play. The drawback of this method of work, is the high price of program support (software) for this work method.

It is certain that in the near future, timely and relevant information on opponents shall be instantly available to coaches and players, and therefore the prediction of future actions of the opponent and the reaction to the tactics of our team will be much easier. We should not be concerned that such procedures will prevent an individual from expressing their creativity and talent. On the contrary, mutual knowledge of the tactics of your opponent will make creative and unpredictable actions of an individual and of the team even more remarkable.



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3.3 COACHING



WHY YOU SHOULD READ THIS CHAPTER?

Coaches Need to be Role Models for the Next Generation

Promoting physical education is not the only role that sport plays in our society. Sport is the source of inspiration at many levels, especially for the younger generations.

Children are greatly influenced by the teams they follow, by the games they watch, and by the athletes they admire.

Basketball can communicate ideals to these children and therefore carries a level of responsibility that needs to be taken seriously.

The philosophy of a team, and the way it is expressed on the field emanates first and foremost from the coach.

While we all need to understand what the values of our sport are and the impact that they can have in the eyes of those playing and watching, coaches are often the ones to personify these values and ideals. Successful, charismatic coaches become role models. Before reaching that stage however, all basketball coaches in the world need to be aware of their responsibilities and act accordingly.



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1. Introduction

Teams influence people who watch sports by the way they play, act, and behave. There has always been a positive impact from sports because the dynamics of participation, the personal benefits, and the principles you learn remain constant. Keeping in mind the influence that sports have in every society; all sports authorities should be concerned about maintaining the balance between the business of sports and the educational dimension of sport for personal growth and development.

In general we could say that sports fans observe and utilize their respective team philosophies that are expressed in the way they play, the way they set goals and how they achieve them; how they face problems and how they are motivated. Through these images, young children grow up with role models that influence the way they think, the way they act, and the way they achieve different goals in their lives. The philosophy of the team expressed by the players in the field is transmitted through the media and into the lives of many fans.

The philosophy of the team is initiated, implemented and determined by coaches. The educational background and the quality of the personality of the coach should be a salient determinant of the level of achievement of the team. The impact of coaches in the micro society, that is the team and its fans, is immense, being able to influence positively or negatively both the people that participate, directly and indirectly, in sports. By understanding the role of the coach today, it is a possibility to create a role model, which will enable each aspiring coach to become a better professional and raise the profile of basketball.

Each National Federation has to create an adequate base for coaching education and development in order to bring basketball at the higher level.

2. Database

As a first step National Federation should make a detailed database of the coaches, listing their level of education with minimum information (i.e. date of birth, team, club, association, school or governmental institution, level of competition, former results, which national team players trained, education, coach accreditation level, etc.).

3. Coaching Association

The second step for the National Federation is to form the Coaches Association of which all coaches in the country should be obliged to be members. The Coaches Association must be contained within the National Federation and strong and constant link has to exist between the Coaches Association and the National Federation.

The aim of the Coaches Association should be:

- To improve educational level of coaches through scientific and modern ways.
- To draft proposals, suggestions and initiatives for all coaches related topics.
- To prepare and set up the criteria and standards for obtaining coaches license.
- To issue coaches license.
- To organize clinic, seminars, refreshment courses, conferences and round tables.



- To participate actively in the National Federations activities.
- To prepare Code of Conduct for its members.
- To send prospective coaches to study tours.
- To protect interest of coaches in front of third parties (contract disputes, rights etc).
- To prepare unified coaches' contract for its members.
- To be actively involved in creating educational program used as a base for education of coaches at the high level educational institutions (Physical Education University, National Coaching Training Centre, etc).
- To create an award scheme for the coaches.
- To publish and promote technical publications.
- To preserve and improve public image of coaches.
- To connect with other Coaches Associations worldwide.
- To connect with Continental and World Association of Basketball Coaches.

4. Code of Conduct

Code of Conduct is necessary document for the Coaches Association and the main purpose of the Code is to set adequate standards and guidelines within each Coach should behave in the best interest of basketball. If Coaches do not follow the Code they will be subject of the disciplinary procedure set by the Coaches Association.

Coaches should be role models and educators for the players and the community.

Coaches Code of Conduct:

Coaches should be role models and and educators for the players and community and coaches should take care of their status and

reputation. Coaches should build reputation among players, their parents, and means of public information with their knowledge, effort and behavior.

Coaches shall conduct themselves in a manner that reinforces their place as leaders and role models, and encourage positive communication between themselves and players, referees, administrators and general public.

Coaches shall at all times conduct themselves in a manner that reflects the spirit of fair play and sporting behavior. They shall give due regard to the authority of officials and the rights of opponents, spectators and others.

Coaches shall not give, make, issue, authorize or endorse any public statement which would damage best interest of the game of basketball.

Coaches should avoid audible obscenity, obscene gestures verbal or physical abusing officials, opponents, spectators or other persons related to the sport of basketball.

Coaches should respect the rights of others to hold values, attitudes and opinions that differ from their own.

Coaches shall perform their duties on the bases of careful preparation and be reasonable in demands on players' time, energy and enthusiasm.



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Coaches' instructions should be current, accurate and appropriate and those instructions should be based on the related education and best practices.

Coaches should give due consideration about players' age, height, skills, physical maturity, health and safety.

Coaches should take active role in prevention of drug, alcohol and tobacco abuse.

Coaches must submit their CV to the Coaches Association with precise data on their education, qualification and working experience.

Coaches must cooperate with Coaches Association and give contribution towards further development of coaches.

Coaches should take reasonable steps to ensure their attendance at appropriate coaching clinics, seminars or courses.



5. National License/Certification Scheme

At the same time (during setting up Coaches Association) there is a need to introduce national licenses for all coaches in the country. The coaches would pay the license fee. The license should be mandatory and a certain level of education and certain levels of competition should have different kinds of licenses. At the later stage certain level of competition (or license) should guarantee a certain amount of money for coaches. Right now in many countries coaches are not paid and almost all of them are volunteers, which will not encourage people to go for a coaching job and keep coaches in basketball. All coaches should be paid in the future and the strongest and the most important argument is that the National Federation wants qualified people to work with the basketball players and improve the level of work within basketball.

6. Compulsory Refreshments (updating) Clinics

It is mandatory, that the National Federation, in co-operation with the Coaches Association, organize a compulsory coaching clinic or clinics each year (coaching workshop) and if the coach is not member of the Coaches Association and is not present at the clinic, he (they) can not receive the license for the following year. Clinic should be actually refreshment course for all coaches and not real educational tool. Education of the coaches has to be linked with the high level institution.

The clinic (refreshment course) should last two days with various teachers. For example, a coach of a first division team, a women's coach, a physical education coach, a doctor, an expert for young categories, a coach of the national team, a foreign coach, a referee etc. should be among lecturers at the clinic. A kind of "coaches package" (book or video-cassette or CD or T-shirt or coaches tactics board, etc.) should be prepared for the clinic.



Clinic should be taped and CD or videocassette from the clinic should be given to each coach (usually at the next clinic as a part of “coaches package”).

Coaches Association should be ready to propose the clinics with only one specific topic, but various teachers. For example, Coaches Association might focus more on specific topics such as scouting of players and teams, physical preparation and conditioning process, increase of the weight of the players, physiological relations within the group, importance of physiotherapist in basketball, how to make selection process, tests for various age groups for selections, methodology, etc. Sometime clinic should focus purely on basketball special topics, such as, shooting, offence, defense, etc.

Coaches would pay a membership fee (license fee) at the clinic together with the clinic fee (the amount of money has to be unified and reasonable and payment has to be done only once). This is the way to self fund Coaches Association, but the main aim of the Coaches Association is to put back money into further education of coaches. Money collected from the clinic fee (including membership/license fee)

should cover all clinic costs and at least 50% of the costs involved (total income) should stay as income for the Coaches Association. Money earned should belong to the Coaches Association.

The National Federation should organize in co-operation with the Coaches Association a compulsory coaching clinic or clinics each year.

Those refreshment clinics could be organized during high level events or tournaments (National Cup final, National

Team games, etc) so coaches could also watch some games, and in the big city or country capital (in order to save the organization costs and attendants participating costs). At the clinic, the best coaches from previous season in all categories should receive trophies and diplomas for their achievements. Voting for the “Coach of the Year” should be established.

The clinic is also an opportunity to gather coaches together and to have nice social function. In the countries with big number of coaches, clinic should be organized according to the level of coaching (high level coaches, youth coaches or first and second division coaches, youth coaches) and it is possible to have more than one clinic.

The Coaches Association together with the National Federation must keep track and record of coaches who attended the clinic. In a case that coach is not able to attend the clinic (coach is ill, coach is with National Team aboard) he should write one topic for the Coaches Association and pay double clinic fee. The idea is not to earn money from coaches who will not attend the clinic, but to have all coaches present.

7. Coach Development

Money earned should be used to cover administrative expenses of the Coaches Association, but also to cover printing costs of the newsletter, magazine or publications issued by the Coaches Association. The Coaches Association should also have its web page (or be part of the National Federation web page) and place all information regarding its organization, activities, clinics, courses, study tours, education, history, etc. there. Coaches who are looking for the job opportunities should have their CV at the Coaches Association web page.

The Coaches Association should use the money earned to send the most perspective coaches to study tours either in the country or aboard.



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If the study tour is done within the country coaches has to attend preparation period or competition period of some of the high level teams (with good results during the year), which is competing at the highest level of competition in the country.

Another opportunity to have study tour is during senior or youth national team preparation. Prospective coaches could watch those preparations and even be actively involved in some of the activities.

Third option is to send coaches to the study tour aboard. Coaches could attend continental youth competition, continental senior competition, world youth competition or world senior competition. This would help coaches to be updated with modern trends in basketball and to gather new information.

Prospective coaches could also visit basketball schools, teams/clubs, NCAA teams, NBA teams or national youth training centers.

In any case after study tour coaches must prepare written report about observations, experiences and knowledge gained, and this report should be presented and circulated to all members of Coaches Association.

8. Educational Program

The next step is to create educational program for all the coaches within the country and National Federation should prepare the national educational and certification program according to the educational regulation within the country. One of the possibilities is to link the educational program with the Physical Education University, and another is to create its own program, including seminars, clinics or practical workshops. It is also possible to combine those two models and use Physical Education University (or other high level educational institution) for theoretical classes and create its own program for practical sessions.

In the countries where there is no educational program there is a need to have active transitional period for all the coaches (exp. three years) to receive a certain level of education. After this period no one can be a coach if he/she does not have a certain level of education. Recognition to prior learning has to be taken in consideration during establishment of the education levels (previous educational background and the experience of coaches and ex-players has to be taken into consideration).

In many countries and for many years in the past, coaching was a voluntary activity and the coaches participating would sacrifice many things in their professional and personal lives in order to improve their athletes or the structure of the game as well as youth development programs. It is necessary to recognize such achievement and contribution while going ahead with implementing the new model, recognizing the work of the coaches and create adequate environment to reward coaching work. In most of the countries the federation has to involve school teachers into the coaching education, create adequate program for them, and bear in mind that some school teachers worked for years as coaches and this has to be recognized.





It is very important to build an educational system, which will set a benchmark for people who pursue coaching, to be educated and to be able to coach at all levels. The goal is to create a model of a coach who will be more effective and ready to face new challenges and will not only have the experience but he/she will also have the academic and scientific background to approach all subjects of sports in a more knowledgeable way.

By developing an educational program in the country will enable the National Basketball Federation to have the consistent standards of developing coaches and players and develop style of play which fits mentality and physical ability of the players. After the creation of the recognized educational institu-

Coach education should increase confidence and competence in coaching ability and promote ongoing progressive improvement of knowledge and expertise.

tions, the Coaches Association must have strong influence on their program, facilitated educational methods, and create a network of experts or lecturers who can conduct lessons at those educational institutions.

The national standards should be flexible in order to allow for local characteristics and traditions. There is a need to establish different parameters comprised of the number of educational hours, based on specific guidelines and principles as specified by qualified educators and specialists and the number of years of coaching experience before and after each level. These parameters will create the strong base for an adequate educational system.

Coach education should increase confidence and competence in coaching ability and promote ongoing progressive improvement of knowledge and expertise. It should incorporate sports science to enable coaches to understand more in depth approach to coaching. Coach education has to increase enjoyment of sport for all coaches and athletes and should encourage the development of innovative coaching techniques. Coach education must be relevant and meet requirements of the sport, be simplified, flexible and user friendly and must be relevant and progressive.

Coach education should also give guidelines for an ethical code and fair play principles that every coach should follow. The ability to predict and to prevent the misdirection of sports ethics should be our duty, our vision and the inheritance we should leave to the next generation.

Coaches education has to last certain number of theoretical and practical hours, and include a period of coaching at the appropriate level. Those hours has to be incorporated in number of levels (models) which will enable the Coaches Association and the National Basketball Federation to establish accreditation scheme for coaches and their levels.

The best option is to have between three and five levels in the coaches education models. More practical and efficient is to have three or four levels, simply because content and resources has to be developed for those levels and presenters who will conduct those levels are not easy to find and engage. In case of developing five levels the key question is what is the content of each level and who the lecturers are. Each country has to bear in mind that being a coach is often voluntary job time consuming for persons involved. That's why coach education has to be user friendly, not too costly and appropriate for environment.

In some countries there is huge number of coaches who finished all levels, but they never really coached or had success as practical coaches. In some cases there are coaches who do not have scientific background but they are successful as practical coaches. Coaches education has to find balance between



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those options and could not be heavy burden for the coaches. Coaches education can not answer all questions and cover all topics, but Coaches Association has an obligation to organize additional clinics, seminars, conferences and refreshment courses in order to keep high standard of coaching in the country.

9. “Basketball for Young Players”

In order to help countries who does not have resources and teaching materials FIBA published “Basketball for Young Players” book, which is available on CD (FIBA would deliver to any NBF which request the CD) format in six languages; English, French, Spanish, Russian, Arabic and Chinese. National Basketball Federations of Sweden, Bosnia and Herzegovina, Serbia and Montenegro, India, Finland, Croatia and Korea also published the book in their native languages. Book is a powerful working tool for any basketball coach and covers all working techniques with players from beginners (mini basketball) up to the junior basketball (players at the age of 18). Coaches who work with young players cannot coach the same way as coaches working with professionals. They should develop their own working style that takes into account the athletic and personal development of players.

The objective of the book is to bring closer to all coaches specific form of working with children and adolescents, highlighting those methodological points and contents that should predominate from mini basketball to juniors. Book is just one example how the program and work could be done and is not aimed to substitute existing training programs or contents already developed and established, but to complement them, or to fit where such a program does not exist. The purpose of the book is not to tell every coach exactly what they have to do but to guide them by means of solidly based knowledge so that each coach can develop his own methods. Book is also used as a base for level 1 and level 2 courses created around the content of the book and used in the program called “Young Coach”. Each course should last five days with maximum 25 to 30 participants. There is a need to have meeting room, practices gym and players for the practical work. Below are the guidelines for the experts who conduct course one and course two.

10. Guidelines for Experts for the First Course

Session 1 (day 1/morning/room)

- Self introduction, introduction of each participant and brief explanation about the course, together with course’s rules (two parts, first course this year, second course next year).
- Characteristics of the course: Focus on coaches who coach young players, small group of participants (maximum 25-30) and active participation of participants (coaching and recording). Guidelines how to follow the book written for this program.
- First Active Drill. Participants are divided in groups of 4/5. Each group has to discuss about “The style of the coach coaching young players”(15 minutes discussion). Later on, each group presents the conclusions. The expert may write the main points on a blackboard.
- Some explanations from the expert (page 34 of book and others related to general style of coaching in these categories).
- The educational role of basketball. The expert may ask to the participants about this topic. An open discussion may be very interesting. The expert gives feedback and information following chapter 1 of the book.



- Brief explanation of the book. The course will not go through the whole book. Only the main aspects will be highlighted. The book provides more information. They should study the book after the course. Comment on Practical and Test exercises of the book.

Session 2 (day 1/afternoon/court)

- Mini-Basketball – Passerelle.
- Brief explanation about the basic goals and concepts of Mini-Basketball and Passerelle categories.
- Brief explanation about physical development of Mini-Basketball players.
- Brief explanation about the training sessions in these categories.
- Brief explanation about the behavior of the coach in these training sessions.
- Explanation to the players about the purpose of each drill.
- Demonstrations. Easy rules. Kind of drills. Reinforcement.
- Expert shows these concepts by coaching the players with drills related to physical development and basic fundamentals (book chapters 6 and 7).

Session 3 (day 2/morning/court)

- Mini- Basketball - Passerelle.
- The basics for the development of basketball fundamentals.
- Basic concepts (book page 152 and after). Global learning.
- How to improve the attention of the players (goal of the drill, focus on this goal, etc.).
- Expert shows concepts (including concepts of previous day) by coaching the players with drills related to basic fundamentals (chapters 6, 7).

Session 4 (day 2/afternoon/court)

- Cadet – Juniors.
- Analytical training to develop specific basketball fundamentals. Explain concept of analytical training. Insist on training methodology. Participants coach the players with specific goals and analytical training (training of passing, shooting, etc.).
- Expert observes participants and gives feedback. Some participants record coaching behavior of teammates.

Session 5 (day 3/morning/court)

- Cadet - Juniors.
- Development of individual tactical decision - making.
- Explanation of concepts (book page 295-309).
- Expert demonstrates and explains coaching players.

Session 6 (day 3/afternoon/court)

- Mini-Basketball - Passerelle.
- Practicing basketball fundamentals: passing, receiving, dribbling, shooting pivoting.



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- Participants are divided in small groups to organize drills. Later they conduct the drills. Some participants record coaching behavior.
- Expert observes and gives feedback.

Session 7 (day 4/morning/court)

- Mini-Basketball - Passerelle.
- Practicing 1 on 1, 2 on 2, 3 on 3, 4 on 4 and 5 on 5.
- Same methodology of session 6.

Session 8 (day 4/afternoon/court)

- Cadet - Juniors.
- Development of basic team defense concepts. Basic explanations from expert.
- Participants observe players and have to detect good and wrong actions.
- Expert coaches one/two drills.
- Participants coach one/two drills. Some participants record coaching behavior.

Session 9 (day 5/morning/court)

- Cadet - Juniors.
- Development of basic team offense concepts.
- Same methodology of session 8.

Session 10 (day 5/afternoon/room)

- Summary and conclusions with participants.
- Small groups to discuss about the course. Later, open discussion.
- Brief explanation about the second course.

11. Guidelines for Experts for the Second Course

Session 1 (day 1/morning/room)

- Self introduction, introduction of each participant and brief explanation about the course (Emphasis an active participation).
- Discussions about content treated during the first course and overview of the Style of Coaching Young Players.
- Ask participants for their coaching activity during the period between the two courses (Experiences, Useful concepts from the first course applied during this period).
- General discussion.

Session 2 (day 1/afternoon/court)

- Practical session: Learning to teach Mini-Basketball and 13 – 14 year olds.
- Participants divided in small groups. Each group organizes and conducts drills. Teammates from other groups record. Feedback from expert.
- Experts assess knowledge from first course.

**Session 3 (day 2/morning/room)**

- Theoretical session: Planning basketball activities.
- Contents of book chapter 2. Explanation from expert.
- Homework for the participants: planning of one week.

Session 4 (day 2/morning/court)

- Practical session: Learning to teach Mini-Basketball and 13 – 14 year olds.
- Same methodology of session 2.

Session 5 (day 2/afternoon/court)

- Practical session: Learning to coach 15 – 18 years olds; advance concepts.
- Same methodology of session 2.

Session 6 (day 3/morning/room)

- Theoretical session: Organizing drills during training session.
- Contents of book chapter 3.
- Beginning with active exercise. Small groups to organize a training drill.
- Open discussion about concepts used to organize the drill.
- Feedback and explanations from expert.

Session 7 (day 3/morning/court)

- Practical session: Learning to coach 15 – 18 years old; advanced concept.
- Expert coaches the players using advanced concepts included in chapter 8.
- Participants observe the expert.

Session 8 (day 3/afternoon/court)

- Practical work: the participants will be divided in small groups and will work with the players as coaches. Instructions and feedback from experts.
- Same methodology of session 2.

Session 9 (day 4/morning/room)

- Theoretical session: Leading drills during training sessions.
- Contents of chapter 4.
- Expert should emphasize concepts which he have found weaker from observation of participants.

Session 10 (day 4/morning/room)

- Theoretical lessons: Coaching games.
- Contents of chapter 5.
- Expert explains main concepts of coaching behavior during games according to the chapter 5.

Session 11 (day 4/afternoon/court)

- Practical work: the participants will be divided in small groups and will work with the players as coaches. Instructions and feedback from experts.



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- 10/15 minute games. Participants have to coach a team. They must ask for at least one time-out.
- Teammates record coaching behavior.
- Feedback and explanation from expert.
- Participants should use concepts discussed in session 10.

Session 12 (day 5/morning/court)

- Practical work: the participants will be divided in small groups and will work with the players as coaches. Instructions and feedback from experts.
- Same session 11.

Session 13 (day 5/morning/court)

- Practical session to solve doubts of participants and to answer all kind of questions.
- Expert asks doubts and explains using the players.
- Expert may use this session to pinpoint the most important aspects. And also to explain basketball aspects that might need special attention.

Session 14 (day 5/afternoon/room)

- Summary and conclusions with participants. Open discussion.
- Experts may give same encouraging advice to participants about their future as coaches of young players.

12. "Hoops Coach"

In addition to the book FIBA produced "Hoops Coach", educational CD Rom which is promoting the game of basketball from all aspects and combines theory and praxes. FIBA filmed five players, who play at five different positions (point guard, second guard, forward, power forward and center). Those high level players demonstrate various basic skills on their positions and show the secrets of their success. What can be seen on this educational CD Rom is not the only way to work on basketball fundamentals but it has helped those five top players tremendously towards their careers. We believe that the performance of every detail is extremely important and this is why we offer the experience and know how of these stars to all of you. We firmly believe, that in addition to hard work, those little insider secrets will help improve basketball game.

The "Hoops Coach" has the following content:

Video Instructions: this section shows the instructions in the form of text and videos. Each video will cover the theory, in gym practice and game clips to show the actual execution.

Physiology: this section covers the off court exercises which are important to prevent the injuries and peak the performance. The video clips show right way of doing the exercises. The customized section of this part will help users to individualize their practices based on their needs and individualism.

Nutrition: this section covers the basics of nutrition theory. Again, users will be able to tailor the meal plans and diets, and then print them for the reference.

Q & A: this section covers most common questions with video answers from the players. Also, players would be able to express their own message to the basketball community.



No Doping Campaign: this section features video messages from players against drugs and doping.

Fun: this section feature screen savers and desktop images of action shoots along with video clips from players on more personal note.

FIBA “Hoops Coach” is just additional coaching resource which will help coaches to conduct clinics and show players which details are important and how to bring some moves to perfection. Coaches should use all possible resources to update themselves and to show to the players.

13. “FIBA Assist Magazine”

In order to share the best experiences and to be regularly update about innovations FIBA start with production of the FIBA Assist Magazine. Launching the FIBA Assist Magazine we have taken on the challenge to produce a magazine that will assist in the further development of the sport of basketball.

The bi-monthly magazine is intended to be a concise vehicle of communication with an emphasis on the teaching of basketball together with a study of all the other components of the reality of today’s basketball environment. Our primary responsibility is to reach an editorial sensibility that will strive to capture and convey the spirit of basketball.

The content will be geared at providing the right mix of information from knowledgeable sources within the basketball community as to the technical aspects going from the initiation to basketball all the way up to the top senior competition, to sports medicine, teaching aides, the regulation and officiating of the sport, basketball facilities, managing basketball federations in addition to providing coverage as to event management and the marketing side of the sport. The key words are education and training.

The content of the magazine:

1. Coaching – for all age levels and all competitive levels
2. Refereeing and administrating the basketball game – including scorers table officials and game commissioners
3. Psychology and Motivation
4. Medicine
5. Conditioning and Physiotherapy
6. Marketing
7. Administration
8. Event Management and analysis of past continental and world events
9. Presentation of Coaches Associations
10. Presentation of the FIBA Zones, National Federations and Leagues in various countries
11. Equipment and construction of facilities
12. Mini Basketball and School basketball.

These main fields may be supplemented by special areas of interest in some issues. We hope that this bi-monthly magazine, which will also be available for download on our website and as a CD Rom, will

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be of assistance to all those who have been responsible for the tremendous progress of global basketball in the recent years: coaches, teachers, doctors, trainers, referees, administrators and managers. Simply all the ones who assure the development of our sport.

We hope that the FIBA Assist Magazine will be the beginning of a lifetime of learning and sharing. We have also to use it as our promotional tool and a vehicle for exchange of information, new ideas and trends in the coaching field and elsewhere.

14. Olympic Solidarity Programs

Additional way for improvement of coaching education is given to the National Federations through the Olympic Solidarity Program. This excellent opportunity is given to each the National Federation via their National Olympic Committees through International Olympic Committee (Olympic Solidarity), who manage those programs from its headquarters in Lausanne. There are three different opportunities for coaches development and those are:

1. Technical Courses
2. Scholarship for Coaches
3. Development of National Sports Structure

14.1 Technical Courses

The most used and explored program is Technical Course whose objective is to develop local coaches. The National federation has a possibility to receive international expert on a short term bases (maximum 15 days) who will conduct a program for training of national coaches following the curriculum established by FIBA. FIBA would nominate international expert and course could be level 1, level 2 or level 3, depend on the knowledge and experience of the coaches in the country, as well as on the request of the National Federation.

As a first step National Federation should submit request to their National Olympic Committee well in advance (in September the latest of the current year for the course which would be held next year). An official application form requesting the organization of a technical course must be submitted by the NOC, including all the necessary information such as proposed dates, number of participants, detailed budget, location etc. The NOC will submit a request to Olympic Solidarity for the organization of technical course. In order to enable the International Federations to nominate the most suitable expert, the application forms from NOC must reach Olympic Solidarity at least three months before the start of the course. Olympic Solidarity will study the request and will send the full information to FIBA, for nomination of an expert. FIBA will contact National Federation in the country where the course is being organized. FIBA will confirm to Olympic Solidarity, the organization of the course and the name of the nominated expert.

Upon receipt of that information, Olympic Solidarity will send an advance payment of 75% of the allocated budget to the NOC. Following the conclusion of the course and receipt of the respective reports, Olympic Solidarity will make the balance payment of the budget.

The National Olympic Committee receives certain allocation from Olympic Solidarity for various programs and all sports, and the distribution of the courses and allocations to the National Federations



by their National Olympic Committee sometimes is not adequate, and NOC has to take in consideration all sports which make their decision about allocation of money and courses difficult. Very often National Federation is given only one course during four year period.

Allocation for Technical Course could be \$8,000 to \$10,000 US, which is more than enough to organize the course. We would strongly recommend that National Basketball Federation coordinate its request with its National Olympic Committee and to incorporate Olympic Solidarity Course in its regular coaching education programs. Olympic Solidarity will cover international transport for the expert (air ticket and visa, where necessary), daily indemnities of the experts (amount is established in mutual agreement with FIBA) and organizational costs covered by the budget allocated by Olympic Solidarity to the host NOC.



Within one month of the conclusion of the course, the following reports should be submitted to FIBA and Olympic Solidarity: administrative report, completed by the NOC and accompanied where possible by photographs and press cuttings; a supplementary report giving the results achieved by each participant at the final examination; financial report, completed by the NOC and accompanied by detailed justification of expenditure; technical report, completed by the expert.

We would encourage each National Federation to utilize this opportunity as this could be additional way of upgrading its coaches.

14.2 Scholarship for Coaches

This program aims to offer coaches who work at the national level and hold their country's highest official qualification the chance to add to their knowledge by taking part in different international training programs. One option is to offer individual scholarship to coaches to follow basic training in sport science and obtain higher university level recognition in a centre or university identified by Olympic Solidarity.

Another option is intended to enable coach to update his knowledge and increase his professional experience in basketball, and this seminars or courses must be recognized by Olympic Solidarity as well. This also could be done at high level training centre or a sport club known for its good and appropriate work.

Same like previous the National Federation has to submit proposal to its NOC well in advance (in September of current year the latest for the following year). The applicant must opt for one of those two options and than NOC submit an application to the Olympic Solidarity. Keep in mind that Olympic Solidarity is granting only one Olympic Scholarship per NOC per year, which is very small number.

Coaches who apply must be part of the National Federation, hold certain qualification recognized in his country and have practical experience as a coach. Training locations for the training in sport sci-



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ence are: National Institute of Sports and Physical Education in Paris, France, University of Physical Education in Budapest, Hungary, Centro de Alto Rendimiento in Barcelona, Spain, Programme d'appui International au sport Africain et des Caraïbes (PAISAC), Montreal – Quebec, Canada and Cycle International du Sport d'élite Lausanne (CISeL) - Switzerland.

Olympic Solidarity is also ready to consider other types of requests provided that the training proposed is academic and will lead to the award of a recognized diploma.

An official application form requesting an Olympic scholarship must be presented to Olympic Solidarity, duly completed and signed by the NOC, the National Federation and the applicant.

The length of the Olympic scholarship depends on the training program followed by the coach and may vary (average duration 1 to 6 months).

In general Olympic Solidarity would cover training, board and lodging costs (paid directly to the training centre), transport costs, illness and accident insurance and weekly indemnity throughout the training period.

At the end of the course FIBA and Olympic Solidarity must receive a report from NOC on how the training plan was followed and report by a centre including the general evaluation of the scholarship holder.

The only difference between training in sport science and sport specific training is that the second one could be done in duration of 1 to 3 months.

In general both options are difficult to obtain because NOC could have one scholarship per year for all sports and FIBA still does not have its approved educational institutions which would be even more useful. We would encourage each National Federation to apply regularly for this option, but not to be too optimistic about the possibility to obtain it.

14.3 Development of National Sport Structure

This option is excellent but the least utilized by National Federations. The main objective of this program is to allow NOC to develop the national sport and coaching structure by implementing an action plan for specific sport. Olympic Solidarity will offer NOC with a weak sport structure the opportunity to receive a high level coach from abroad for a specific period of time (3 to 6 months).

The international expert will be involved particularly in training of local coaches, support and training the athletes, improve the different training programs, hold clinics and seminars etc. The international expert will also provide assistance to the existing sports structure and help sport to set up new structure and establish with National Federation coherent and realistic long term developing plans.

Like in the previous case Olympic Solidarity will approve only one development program per NOC per year.

Same like previous the National Federation has to submit proposal to its NOC well in advance (in September of current year the latest for the following year). The National Federation must provide a precise and detailed application containing the following information: sport structure which has to be developed (existing structure, analysis of training needs), aimed objectives, proposed action plan, duration of the program and overall budget justifying the different items. The NOC or the National Federation must have one person who will act as liaison officer for all matters related to the administration of the file in the country.



The length of the local development program depends on the action plan approved and on the budget allocated to the NOC (average duration 3 to 6 months). Olympic Solidarity would cover the costs on the bases of the plan and the budget approved (usually allocation for this program is between US\$ 20,000 and US\$ 25,000). In general transport costs, expert's expenses in the country and illness and accident insurance will be covered.

At the conclusion of the project FIBA and Olympic Solidarity must receive a detailed report from National Federation and NOC with photos and press cuttings, describing the implementation of the action plan and concrete results as compared with the initially defined objectives and report from expert on the implementation of the program and results.

This is extremely useful program and we would strongly recommend National Federations to use it. This program could also help the National Federations to have national team coach for the certain period of time. Keep in mind that Olympic Solidarity is granting only one program per NOC per year, which is very small number.

15. Keep in Mind

During the years, each National Federation has to create a database (educational history in coaches' certification program) where all coaches at all levels should have at least the minimum background knowledge and the minimum certification. The license is a must and in every National Federation we have referees license but not coaches license and this has to be done. Coaches Association is easy to implement and incorporate in the National Federation activities. Refreshment clinics should be seen as a social gathering of coaches and their two days, not as an obligation. Each National Federation has to recognize certain centre, university or school to be approved national educational institution for coaches. All those steps might take long period of time to implement but this is a must and this has to be done.

The goal of coaches' education and evaluation programs should be to develop coaches who can play a significant role in the creation of an ethical and caring athletic society. Through the example of their everyday lives, their higher education and experience will be reflected. Following the trends of modern methods for high athletic performance, coaches will act like positive role models and have a positive social impact on the development. This would develop and bring our sport on a higher level and basketball would be winner in this process.



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3.4 REFEREES



WHY YOU SHOULD READ THIS CHAPTER?

Understanding the Long but Structured Way to the Top

The journey between your first refereeing experience to one at a FIBA International Event can be a long one.

While it is not the main objective of all basketball referees in the world, there are quite a few steps you need to take before reaching the next level.

This chapter explains in great detail the path that each referee should follow as they move from each level of competition.

Being a basketball referee is more than just a job, it is an art that comprises important responsibilities for the future of the sport.

These responsibilities include teaching others about the beauty of the sport, teaching younger players about the best ethical behaviour both on and off the field of play, and simply teaching others what it is to be a referee to assist in creating new vocations for others.



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1. Introduction

To conduct successful basketball programs at any level nationally, National Federations need to have in place a Referee infrastructure that ensures the needs of the game are met at all levels of participation. The infrastructure requires the development of policies, procedures and programs to be promulgated for domestic, regional, National and International activities of the Federation.

What is the role of the Referee?

1. To be independent & neutral
2. To be a good communicator
3. To have an excellent Rule knowledge but know how to interpret and adjust the rules
4. To be honest
5. To be fit, athletic and confident
6. To be courageous, fair and tolerant
7. To be professional
8. To be a good listener, polite and cool
9. To understand the game and be able to manage it
10. Make judgments that people understand
11. Guide teams along the right path
12. Remember that the game is for the players, coaches and spectators

Recruitment of Referees

Why do people take up the role of officiating and what keeps them involved:

1. Fun
2. Love of sport and in particular basketball
3. Source of income
4. Being involved with the players and coaches
5. Involvement is seen as a means of getting fit, exercise
6. Social aspect of reacting with people with common interests from all walks of life
7. Learning how to cope with stress situations, making judgments
8. Developing confidence
9. Being recognized
10. How to handle and deal with conflict management
11. How to deal with people, be nice and show respect
12. Promotes self assurance and how to accept criticism and evaluation
13. Improves decision making processes and develop individuals to become leaders
14. Teaches people how to be flexible and how to think on their feet under pressure



Methods of recruitment

1. Schools/Universities/Colleges – young females/males to control games in their respective peer groups
2. Social Competitions – provide incentives to play and officiate
3. Players see a pathway in officiating because they have not been able to fulfill their playing ambitions for various reasons e.g. too small, injuries, etc
4. Experienced players/coaches who retire but still wish to be involved
5. Females – to control daytime domestic competitions while children are at school
6. Use of newspapers, advertising, websites, television
7. Flyers, posters
8. Direct mail to teams/clubs
9. Notice boards at Basketball Venues
10. Verbal/Word of mouth

Retention of Referees:

Research indicates that officials drop out for the following reasons:

1. Work or school commitments
2. Poorly treated by officials and/or the officiating group they were officiating with
3. Injury restrictions
4. Family reasons

What needs to happen:

- Team Officials and Administrators having a better understanding of the officials role
- Clearer pathways for progression
- Better protection and support for officials
- Improved and better coaching of officials, with more evaluation/coaching sessions
- Better recognition and camaraderie with fellow officials
- Improved pay and conditions

How to retain more Officials

- Apply the codes of behavior for players, coaches, administrators, officials and spectators.
- Educate and inform the masses of the plight of officiating in the sport.
- Explain the career path structure to all officials, highlighting the steps available to those who want to progress through the system.
- Provide quantity and quality evaluating/coaching at all levels of officiating.
- Promote and utilize role models already in the system.
- Provide stronger support and backup for inexperienced officials by being available to mentor, discuss and advise.



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- Stronger recognition of officials achievements (Awards, presentations, establish a recognition program).
- More rewards (non monetary) and involvement as a group, e.g. social functions, low key gatherings, guest speakers at meetings, regular group discussions and exchange for all officials.
- Better support and back-up from officiating groups, use of mentoring.
- Additional educational and training sessions, specifically to assist officials in their first twelve months of officiating.

2. Pathways for Officials

National Federations need to develop pathways for Officials if their respective programs are to succeed

Keys to officiating pathways:

- Nationally accredited Referee Education Programs which are competency based.
- Referee education programs commencing with recreation/domestic basketball through to FIBA candidates.
- Each program level requires formal National Basketball course presentation and competency based assessment to promote advancement through the system.
- Under pinning all the courses, is a nationally produced and accredited Referee Coach/Evaluator Courses and Program.
- Referee Coach/Evaluator educator programs with graded accreditation progression.
- Educator programs with graded accreditation progression.
- Officiating experience at various levels and standards, along with formal education and coaching enables officials to improve and progress.
- Experience must firstly be gained at local recreational domestic level, progressing to Regional/Province Junior level, Regional Senior level and then onto the National level.
- Education courses, camps, clinics to be provided to the officials as an integral part of the pathway
- Throughout this progression officials must receive quality coaching from Referee Coaches/Evaluators, senior officials and their peers.
- Young talented officials are identified in Regional programs for additional coaching.
- In addition to local based coaching, young talented officials who are identified by their respective bodies, be included in a National Referee's Development Program (NRDP).
- The NRDP Program provides additional coaching, education and experiences above and beyond what they would normally receive in their Regional programs.
- National panels are formed to officiate at the highest National competition levels. E.g.:
- National Men's League.
- National Women's League.
- National Division One Men's and Women's Leagues.



- Structured progression throughout education whilst gaining experience by being exposed to various levels of basketball, commencing with Regional levels and progressing to National and finally International Competitions
- Fast tracking policies and procedures for former high quality players and coaches

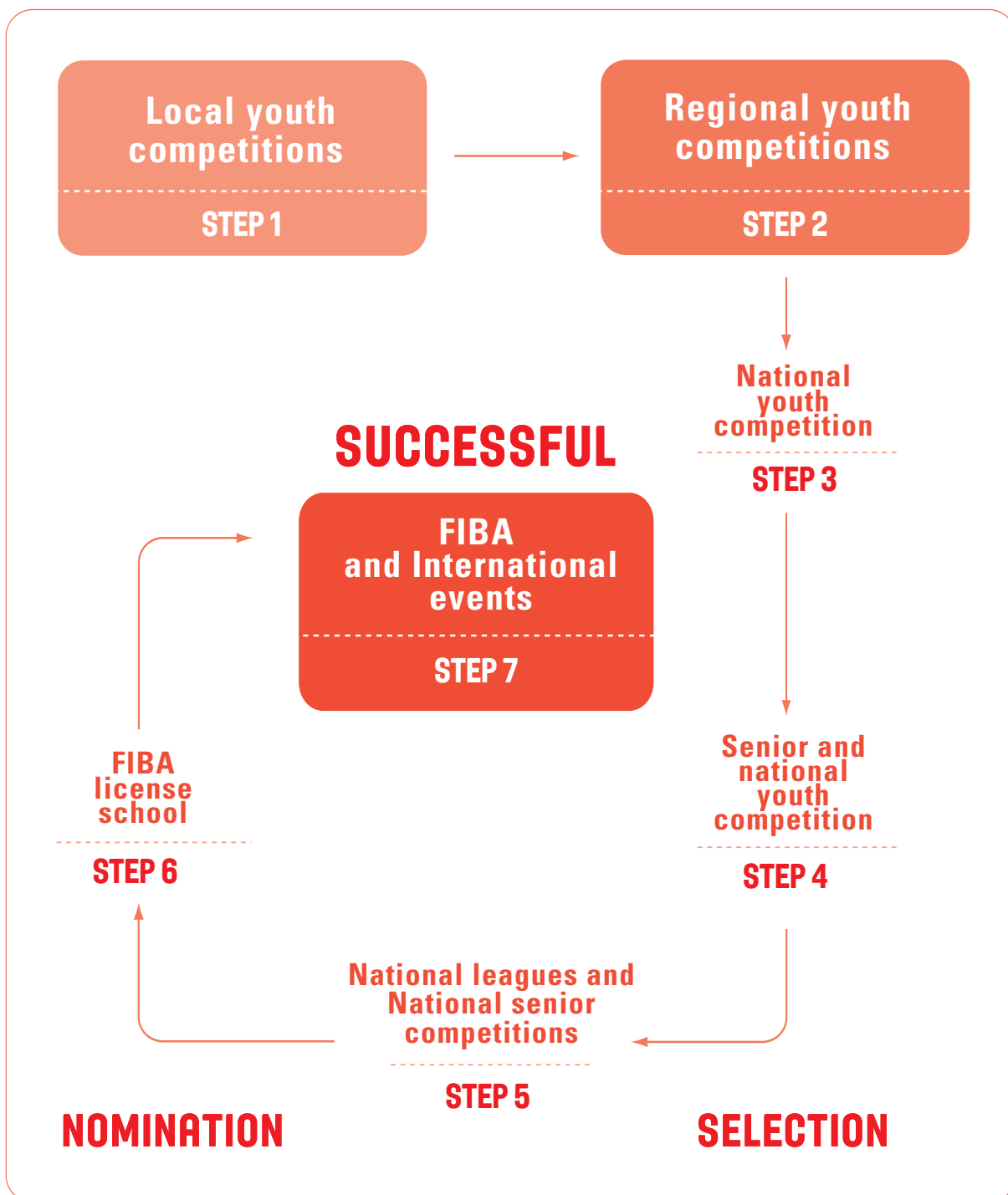
2.1 Pathways for potentially elite referees

1. Beginners Level 0 Referees course accreditation – Minimum 12 Years of age
 - Officiates domestic/junior and senior basketball
 - Progression depending on standards and ability
2. Level One Referees course accreditation – Minimum 16 Years of age
 - Officiates domestic/junior and senior basketball, possibly at a higher level
 - Performance progression determines length of period in level and subsequent pay scales
 - Included onto Regional Junior Development Program
3. Level Two Referees course accreditation – Minimum 18 Years of age
 - Officiates domestic/junior and senior basketball at a higher level
 - Performance progression determines length of period in level and subsequent pay scales
 - Included into Junior representative competitions
 - Included into the first year of the National Referees Development Program
 - Included onto the bottom rung of senior Regional representative panel
 - Attend Junior National Championships, usually Under 14 and Under 16's
 - Attend National Development Camp as a Regional representative
4. Level Three Referees course accreditation
 - Officiates on Regional Championships Panel
 - Included onto the Nationals Panel (Level C) as a NRDP member officiating National Division One women's games
 - Second or third year on NRDP
 - Attend National Junior Championships, usually Under 16, Under 18
 - Attend National Development Camp as NRDP representative
5. National Panel Member officiating National Men's Division One and National Women's League (WNBL) – Over 21 Years of age
 - Officiate finals of Regional League
 - Officiate pre-season National Men's Basketball League (NBL)
6. National Panel Member officiating Men's Division One, WNBL and limited NBL games (rookie – Panel 3) of NBL
7. National Panel Member regularly officiating Men's Division One, WNBL and NBL games (Panel 2 and 1) NBL. Appointed to non FIBA sanctioned international games within country (friendly games)



- 8. Attend FIBA candidates clinic to receive FIBA license. – Prior to 35 Years of age
– Officiate international games in home country and overseas touring teams
- 9. Officiate at FIBA international events. (World Championships/Olympic Games)

2.2 Pathways for Referees





3. National Referees Panel

Why:

- To provide quality officials and Referee Coaches/Evaluators that meet development needs of both officials, National Leagues and underpinning Leagues.
- To provide opportunities for referees to develop to their full potential.
- To improve the quantity and quality of input from Regional/Province and National Officiating bodies.
- To initiate good working relationships with all relevant basketball bodies.

How:

- National Panel Committee.
- Formulation of National Panel.
- Rostering and appointments policy for each level within a league.
- Monitoring and recording of performances.
- Review of panel and levels within a league.
- Procedures for dealing with officials
 - returning after injury/unavailability
 - poor performance
- Finals appointment procedures.
- Fitness and Theory assessment and procedures.
- National Action days.
- Points of emphasis.
- Role of Referee Coach/Evaluator.
- Role of State/Provinces.
- Communications..

4. National Referees Development Program (NRDP)

The Program should be based on:

1. Program Philosophy
2. Selection Criteria
3. Selection Process
4. Strategic Areas
5. Personal Tuition - one on one coaching
6. Team Tuition - group coaching
7. Skill creation for members
8. Requirements and Procedures



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9. Regional/Province Supervision

10. National Integration

AN EXAMPLE OF A SPECIAL PATHWAY PROGRAM:

MISSION STATEMENT

To identify, educate and provide additional coaching and training through a planned development program, for those officials who have displayed the interest and potential to progress to an elite level.

OBJECTIVE

- To identify talented officials, develop and assist them towards their full potential through coaching and training.
- To develop social, physical and personal communication skills.

SELECTION CRITERIA

Members should:

1. Display the necessary officiating ability at Regional/Province and/or equivalent National Basketball levels
2. Demonstrate a willingness to be totally committed to the National Referees Development Program and to all levels of officiating
3. Have completed secondary school or have left secondary school
4. Have commenced the Level 3 Referees Program
5. Have displayed the necessary theory and physical abilities to meet the objectives of the program
6. Be in the 18-28 years age bracket to commence the program

PROGRAM PHILOSOPHY

The NRDP consists of scholarships being offered to officials who demonstrate special skills recognized as requirements to progress to the elite officiating level. The specialized coaching and training will follow the current philosophies, aims and direction of the National Basketball program.

The program will be based on three strategic areas where these philosophies should be promoted.

1. Personal Tuition (one on one coaching):

- Officials will be assisted by members of the coaching team, to achieve targets in their individual programs.
- The program will concentrate on development of personal skills as areas that need improvement for that individual
- Officials will be assessed on "personal best" indicators

2. Team Tuition (group coaching):

- Throughout the year officials will attend group sessions and participate in selected tournaments
- Group meetings will enable dissemination of uniform information and philosophies



- Promote group discussions and educational learning
 - Create a sense of purpose and importance through team spirit
3. Skill Creation for Basketball Overall:
- Officials will be involved in learning skills other than those directly associated with on floor officiating
 - Officials will be encouraged to develop general skills such as:
 - Assisting education of new officials
 - Promotion of officiating
 - Administration
 - Recruitment
 - Post officiating basketball careers
 - Fitness development
 - Health issues
 - Current game knowledge, trends and tactics
 - Lifestyle issues
 - Conflict resolution

SELECTION PROCESS

- Nominations to the program will be made by the Regional/Province referee bodies based on the availability of the candidates and their qualifications to fulfill the above criteria
- National Association makes final selection process based on:
 - information from contributing bodies
 - resources
 - consultation with respective National Referees body

REQUIREMENTS AND PROCEDURES

- Suggested length of time for officials to remain in the program would preferably be for a maximum of three years.
- Officials will remain in the program while they are seen to be benefiting and progressing.
- Officials who have stayed at the one level, with little prospect of reaching the elite level or graduation stage may be deleted from the program.
- Officials will be placed under the guidance of a Regional/Province supervisor, who will be responsible for organizing and conducting the program.
- Officials will attend the National Action Days at the commencement of each year and must successfully pass the theory and fitness assessments.
- Officials must be available to attend rostered league games, to observe and attend pre and post game discussions.
- Officials will officiate with senior League officials to help gain additional experience and training.
- Members will attend National Development Camps, Junior Tournaments and programs as required.



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AREAS OF THE PROGRAM

Regional/Province Supervision

- Education and Training programs facilitated by the Regional/Province coordinators.
- Regular meetings with guest speakers.
- Regular fitness and work out sessions.
- Regular evaluation and coaching.
- Attending and observing elite games in a monitored program.
- Participating in coaching/evaluation courses.
- Presentation functions and social gatherings.

5. National Education Program

- To provide a pathway for officials.
- The National Referees education requires a matrix that sets out the steps in each section so that participants are provided with goals, outcomes and measures of success as they progress.

The Matrix can be set out as follows:

A. GENERAL

1. Course Name
2. Course Sections
3. Course Award
4. Course Attendance Requirements
5. Course Design
6. Course Development
7. Course Provider
8. Course Presenters
9. Course Administration
10. Course Venue
11. Reference Material
12. Course Content

The Matrix is set out over Levels 0, 1, 2 & 3 and above (FIBA)

B. COURSE

1. Time
2. Components
3. Records
4. Course Entry Requirements
5. Feedback
6. Appeals



C. TECHNICAL KNOWLEDGE

1. Requirements
2. Frequency
3. Assessment
4. Wheelchairs (optional)

D. OFFICIATING MECHANICS

1. Requirement
2. Frequency
3. Fitness
4. Assessment

E. ON COURT ASSESSMENT

1. Frequency
2. Evaluator Requirement
3. Game Requirement

4. Competencies Are
5. Competency Description
6. Assessment



5.1 Referee Education

All courses are competency based.

All courses consist of modules. Each module may consist of several units.

Practical assessment is additional

Level 0

Orientation Course

4 hours: - 1 hour theory, 3 hours on court

Open book exam paper

Simple introduction

Mentoring and practical assessment

Level One

15 hour theory course

Practical assessment – 2-3 games at senior domestic standard

Modules cover:

- game administration
- contact situations
- violations
- referee mechanics
- technical infractions
- physical fitness

Theory examination 65% pass mark – Open book



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Level Two

Candidate has one year to complete the course.

15 hour theory course

Practical assessment 4-5 games at Senior Regional level

Modules cover:

- duties of a referee
- risk management
- advanced contact situations
- violations involving the ball
- advanced areas of responsibility Referee mechanics
- infractions and penalties
 - fouls in special situations
 - free throw infractions and penalties
 - correctable errors
 - intervals of play
 - act of shooting
 - technical fouls
 - timing regulations
 - game clock
 - time-outs, substitutions, injury
 - 3,5,8,24 second calls
- physical fitness testing
- nutrition
- philosophy of officiating
- preventative officiating and people management, communication, dealing with conflict

Theory examination 80% pass mark.

Level Three

Candidate has two years to complete the course.

Practical assessment over 6-8 high level minimum senior men's State games by a panel of at least 3 different referee coaches approved by National Federation.

Candidates must be Level 2 and must have displayed potential to attain criteria set for program.

Candidates are interviewed every 6 months during the life of the program.

Modules cover:

- on court officiating performance
- game knowledge and understanding



- rules and mechanics
- personal development, goal setting, planning
- basketball officiating
- conflict resolution
- psychology
- physical fitness

Several theory tests including National Action Day examination.

5.2 Course instructors

Regions/Provinces are provided with Manuals which detail course materials, resources, requirements, modules, units and reporting mechanics.

Level One

Level One instructors are accredited Grade 2 or 3 Referee Coaches/Evaluators. They are approved by the respective State/Province.

Level Two

Level Two instructors are approved Grade 3 Referee Coaches/Instructors who are accredited to deliver the course or nominated modules of the course. Instructors are approved by the National body but appointed by Region/Province.

Level Three

Level Three Instructors are appointed by the National Referee's Committee.

They are accredited to provide specific basketball modules. Non basketball modules are provided by qualified personnel.

Region is responsible for keeping records of candidate's progression.

6. Referees/Coach Evaluators

To guide and promote officials through the various parts of the officiating pathway, there needs to be an underpinning National

Referee Coach/Evaluation Program.

- This Program fits into the National Education matrix
- Provision of Pathways for Referee/Coach Education through levels of accreditation involving skills and competencies that cater for the various levels of Basketball competitions and referees

Evaluation – the art of gathering refereeing statistics during a game and the formal process of presenting the information to the officials after the game.

Referee Coaching – the process of analyzing the evaluation data and coaching the official why and how errors were made, e.g.:

- was it rule knowledge?
- was it positioning, mechanics?



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- Lack of feel for where the game was at?
- Game turning situations

Evaluation processes must be learnt and understood before the coaching procedures are commenced in the training pathway.

6.1 Role of the referee's coach/evaluator:

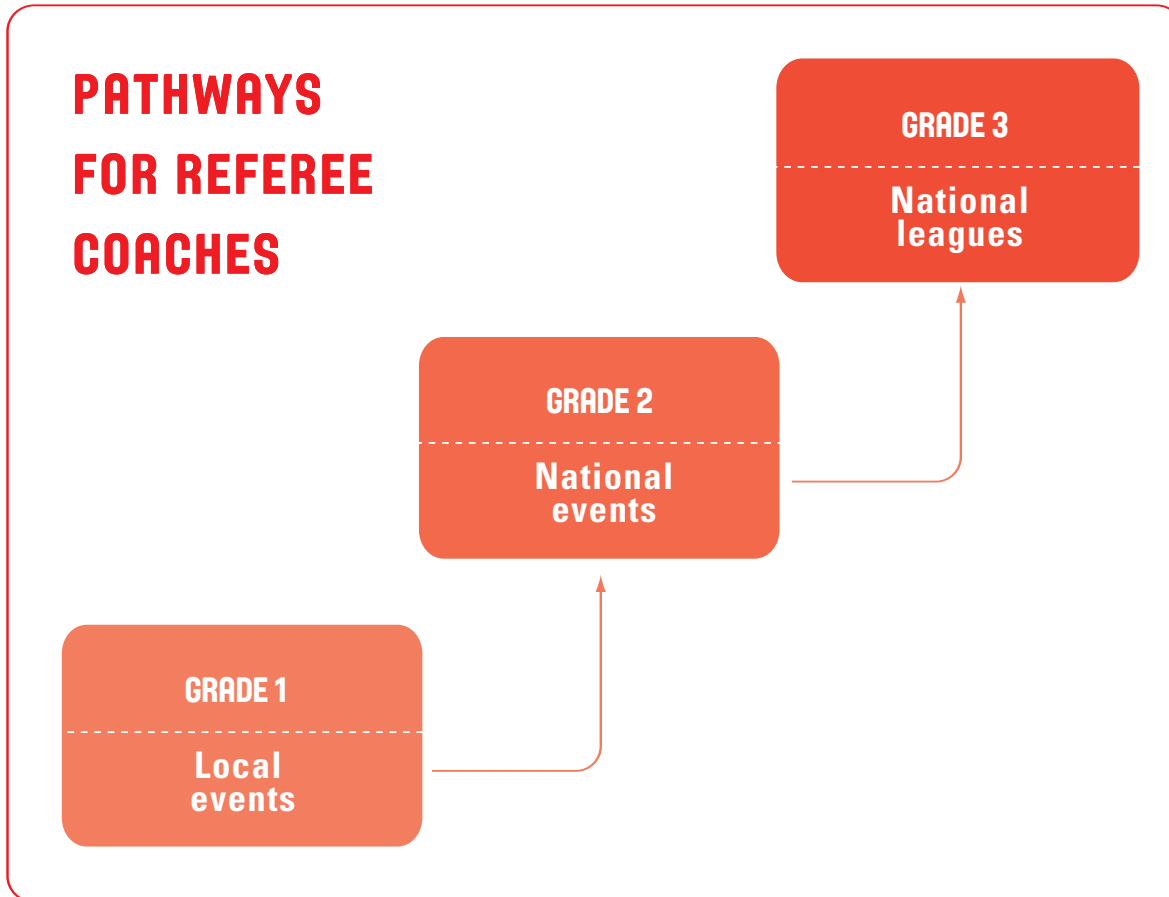
- They are the coaches of the referees. They are there to teach and help the referee to a better performance level, and to help referees reach their full potential.
- They should attend the referees pre-game discussion and can be an active participant in the discussions.
- Referee Coaches/Evaluators must be consistent with their teaching following the accepted philosophies of the Leagues and National Body.
- Coaches/Evaluators must be honest and direct.
- Senior National Referees Coaches to contribute to annual National points of emphasis material.
- Offer positive criticism, with ways and means of improving performances.
- During an evaluation, limit the number of areas to be discussed, highlighting the most significant, and the obvious trends which may be appearing.
- Referee Coaches/Evaluators should use the Evaluation Sheet or its equivalent to record referee performances and refer to trends that may appear from this record.
- Significant mistakes or missed calls should be highlighted, with Referee Coach/Evaluators expressing their opinions, therefore promoting discussion.
- Evaluation reports to be sent to by the relevant League Commissioners.

To assist the referee achieve potential, referee coaches when evaluating need to attend the following areas:

- Coaching strategies.
- How to collect data and analyze it.
- Feedback principles to the referee.
- Continuous positive reinforcement in assessments.
- Co-operative questioning techniques.
- Game reports – written.
- Use of the game video.



6.2 Pathways for Referee Coaches



6.3 Referee Coaching/Evaluation

Grade One

Courses are competency based.

Courses are conducted in conjunction with games so that exercises can be conducted.

Candidates also complete assignment evaluations that are assessed for quality by a senior Referee Coach.

Theory course – 15 hours includes practical theory examination

Course includes:

- Course objectives and planned outcomes.
- Evaluation process.
 - Pre-game.
 - Game evaluation.
 - Interview preparation.
 - Post game interview.



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- Post game report.
- Post game follow-up.
- Interview techniques.
- Public speaking.
- Technical basketball knowledge.
- FIBA mechanics principles.
- Data gathering by recording referee calls by various techniques.

Accreditation Pathway – Regional/Province Event.

Grade Two

- 15 hour course.
- Involves exercises on high level senior men's games at Regional level.
- Practical assessment by Grade 3 Senior Coach Evaluator on 5 senior men's Regional level games.

Course Modules:

- Advanced data gathering techniques.
- Building referee coaching strategies.
- Feedback techniques.
- Questioning techniques.
- Completing game report forms.
- Post game interviews.
- Rules examination.
- Game assignments – (4).
- Member interviews.
- Continuous positive reinforcement.

Accreditation Pathway – National Junior Championship.

Grade Three

Candidates are selected by the National Federation.

- Two Year course.
- Practical work on NBL, International games.
- Assignments.
- 6 monthly interviews during the life of the program.
- Accreditation awarded by National Federation.

Course involves:

- Interview skills.
- Rule knowledge and points of emphasis.
- Philosophy.



- Post game coaching strategies.
 - Post game reporting.
 - National Federation Championships, National and Internal appointments and policies.
 - Principles of rostering.
 - National Federation Technical Commissioner roles and responsibilities.
 - Rule knowledge, 2 person, 3 person mechanics.
 - Trends in the modern game.
 - Level 1 and 2 course procedures and principles.
 - Score table theory and operations.
- Accreditation Pathway – National Leagues.

7. Women in Officiating

- Statistics have consistently shown that significantly fewer women participate in sport than men, particularly as coaches, administrators and officials.
- It should be the mission of Basketball bodies to ensure that all females are given a fair and equal opportunity in all aspects of basketball officiating.

National Bodies should set objectives that will encourage female officials.

These objectives could include the following:

1. To recruit more women officials
2. To retain women in officiating
3. To improve women's access to officiating accreditation
4. To improve the status of women officials

How to achieve these objectives:

- Encourage officials to actively "head hunt" former or retiring female players and coaches to become referees.
- Ensure that recruitment procedures enable equal opportunity for females to be involved e.g. timing of accreditation courses and advertising which is gender neutral.
- Promote the positive rewards of officiating (i.e. improves self esteem and confidence, organizational and communication skills, and provides great satisfaction).
- Promote the structures, career pathways and opportunities available in officiating for women.
- Promote female role models vigorously. Acknowledge individual achievements and the contributions of women officials (e.g. Publications, media releases, recognition certificates, speakers at seminars).
- Survey female officials who have become inactive to identify any barriers they may have faced which impacted on their decision to give up officiating. Implement measures to overcome these barriers.
- Provide an inclusive and safe working environment implementing an education and awareness program to highlight the lack of physical facilities for women at basketball venues.



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- Include education material in referee evaluator courses addressing the need to be aware of comments which may be construed as discriminatory.
- Consider the appropriateness and safety of a venue for courses and for ongoing officiating. (e.g. clean, change facilities, easily accessible to transport, well lit and safe).
- Consider course materials and resources in terms of suitability for women (i.e. is gender neutral terminology used, etc.).

8. International Appointments Policy

This policy aims to give specific guidelines for appointments procedures.

The policy provides a framework to assist in making international appointments.

Elements that the policy should include:

- Only FIBA licensed officials are eligible for FIBA events
- In nominating officials for FIBA International events, the following criteria should be considered:
 - The nominated FIBA official must be available for the entire event
 - The FIBA official should be appropriate in experience and current form for the level of the event
 - The FIBA official must be an excellent ambassador for his/her country and FIBA
 - The FIBA official must meet the required levels of fitness, physical appearance and performance levels required by the event
 - Selections of the FIBA official should be impartial and irrespective of race, color, creed, religion
 - A selection system should be in place that is impartial and transparent
 - FIBA officials should be at least ranked annually
 - Rankings should be based on performances throughout the year in the various National Leagues, competitions and International events
 - Previous experience, international appointments and performances can be taken into consideration when making nominations

Growth and Development

To develop a program that delivers quality, ongoing high performing officials, the National selectors should develop FIBA officials to replace those who retire or who are injured.

This can be achieved by grouping FIBA officials into 2-3 groups to service National needs.

- Senior/major - FIBA events Officials – experienced talented officials.
- Junior- FIBA event Officials – less experienced officials. Developing.
- Non-FIBA events. Touring National Senior/Junior teams
 - relatively new FIBA officials. – little or no experience.





Officials progress through each group as they develop and become exposed and aware of the needs of International competition.

National selectors should be put in place consisting of:

- Senior Referee coaches
- Selection Panel Secretary
- National Appointment Officers
- No more than five members

9. Prospective FIBA License Selection Criteria

- Potentially outstanding officials who would realistically come under consideration to be appointed to represent their nation in International Games.
- Officials who show outstanding mental strength, commitment, leadership qualities, and other necessary attributes commensurate with a FIBA Licensed holder.
- Officials who show consistent and outstanding officiating qualities in the highest National competition and domestic International games.
- Officials who show outstanding potential to reach and maintain the elite FIBA License level if given the opportunity.
- Officials with an ability to remain at a FIBA License level, having consistently and successfully officiated for at least two years at the highest National level.
- Officials who show a consistently professional approach to officiating and have the availability to act as an outstanding ambassador for their country both on and off the court.
- Officials who successfully complete the physical aptitude and theoretical tests, and who maintain the physical appearance in line with the professionalism required by FIBA.
- Selections carried out by the National Federation Referees Selection Committee.
- Number of FIBA badge holders, limited to the needs of the National Federation i.e. new candidates are selected to attend FIBA school on a needs basis or as current FIBA officials retire or not re-qualified.

10. Two/Three Person Officiating

When and Where to use either system:

- There is a growing belief that the three person officiating system is the best but there are many arguments for either system.
- In many cases, circumstances of the National Federation, State/Province or Leagues will determine which system is used.
- It should be noted that two major factors will be:
 - Cost to the competition
 - Depth of quality and quantity of officials to cover the competition



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Two Person Officiating

Advantages

1. Lower cost
2. Smaller pool of quality officials required
3. Achieving consistency in officiating is easier
4. Reduced chances of rule or interpretation variations
5. Performance monitoring, education, training is enhanced with a small pool of officials
6. Many international competitions still use 2 person officiating

Disadvantages

1. Physical/Mental fatigue higher during a game
2. More calls made on the run
3. Areas of where coverage can cause 'blind spots'
4. Difficulty of 'surrounding' 10 players with 2 officials
5. Experienced officials lost to the game earlier than 3 person system
6. Three point line coverage can sometimes be vague
7. Reduced opportunities to expose inexperienced officials to higher level competitions

Three Person Officiating

Advantages:

1. 10 Players are surrounded by three officials
2. Stronger on and off ball coverage
3. More accuracy in calling because of positioning
4. If done correctly, no incident will go unobserved
5. Better 3 point line coverage
6. A better view and more angles covered
7. Mechanics are easier to learn
8. Better coverage of trapping and pressing situations
9. Earlier introduction of 'rookie' officials with mentors to help experience and exposure at higher competition levels
10. Third officiating adds a better communication factor especially to score table and team benches
11. Reduced foul counts
12. Experienced officials stay in the game longer
13. Less calls made on the run
14. Physical and mental fatigue levels reduced
15. Players are aware of the increased coverage thus representing a deterrent factor
16. Better team bench control
17. Increased height and athleticism of players is better coped with

Disadvantages:

1. Cost – 3 officials
2. Requires a greater depth in quality and quantity of available officials
3. Consistency in rules and interpretations can vary more widely
4. Poorly applied, will cause increased foul counts



Where to use the two systems:

The above factors will play a major role in which system is used in the various types of competitions

In general:

1. Domestic Competitions – 2 persons
2. Junior Regional, Senior Regional Championships – 2 person
3. Junior National Championships – 2 person
4. National Senior Division One Leagues, WNBL – 3 person if possible
5. National Men's League – 3 person

As programs develop and more finance becomes available, the move to three person officiating will grow and is to be encouraged but not to the detriment of the game.

11. National Website

National Federations should develop their own websites that will provide multi uses especially for officiating.

In respect of officiating the website should exhibit:

- Policies and procedures.
- Courses and information for refereeing, score table and statistics.
- Links to www.fiba.com.
- Rule interpretations.
- General information on camps, clinics, seminars etc.
- Points of emphasis.

Internet facilities:

- Distribution of rosters.
- Individual communication.

Data Base:

- National Data Base for all officials.
 - FIBA
 - National Leagues
 - National Championships
 - Level 2 or 3 at least
- History of individual officials progress from at least National Championships level.



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12. National Referees Development Officer

It should be the aim of National Federations to have at least one National Referees Development Officer based in the Federation office with adequate clerical and administrative back up.

Role of NRDO:

- Administration of National Officiating affairs.
- Establishment of National Data Base.
- Organization of National clinics, camps, seminars, visiting international personnel.
- Development, maintenance, upgrade of courses - Course supervision.
- Production of education resources, e.g. CD-Rom, videos, DVD's, course programs, website material.
- Administration and management of appointments to National Championships.
- Liaison with various National Leagues.
- Liaison with FIBA.
- Publications.
- Rule interpretations.
- Dealing with the media.
- Sponsorship negotiations.
- Servicing of National panels.
- Formulation of policies and procedures.

To service this position the National Federation requires a budget to cover at least the following areas:

- Salary and benefits.
- Officiating development.
- Education and training.
- Score table.
- Referee coaching/evaluation.
- General administration.
- Appointments.
- National champions and leagues.
- States/Province servicing.



13. National Referees Commission

To create the infrastructure discussed in the proceeding pages, it is essential to have in place a National Referees Commission.

Commission Structure:

- National Referees Development Officer.
- Representative National Leagues Men and Women.
- Representative National Referee Coaches evaluators.
- National Education program.

Role of the Commission is to be responsible for policies and procedures in the following areas:

- Education and training.
- Publication.
- National Panel.
- National Referees development program.
- National Championships.
- International appointments and selections.
- Referee Coach Evaluation.
- Camps, clinics, seminars.
- Score table.

Sub Committees can be formed by the Commission to report to it.

The coordinator of the Commissions activities is the Chairman or the National Referees Development Officer.



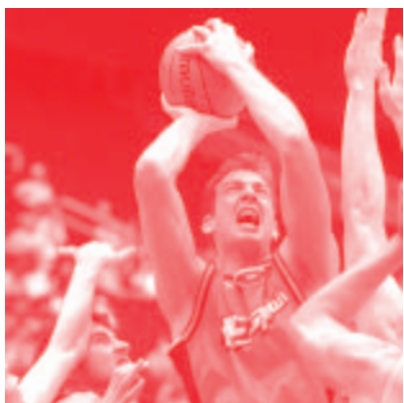
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3.5 TABLE OFFICIALS



WHY YOU SHOULD READ THIS CHAPTER?

“Table Officials Cannot Walk Away from their Call”

This is not only a common saying in the basketball world, but a truthful one as well. While Floor Officials can sometimes be excused for a wrong call, Table Officials can't.

This is why this chapter focuses on the importance of proper recruitment and training of Table Officials worldwide, a responsibility that falls under the jurisdiction of the National Federations.

It is essential that Table Officials have experience, a good degree of competence and sound knowledge of the rules of the game.

Inexperience can create many problems during the game and ultimately lead to the wrong team winning.

This chapter will outline what it takes to produce quality Table Officials, a key aspect in the sound development of our sport.



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1. Introduction

The role of the Table Official in any basketball game is an important one. Often the skills, knowledge and professionalism are overlooked, as is it all too often that the Table Officials are always the last to be appointed. Table Official with very little experience may have an adverse effect upon the game and some games have been lost by Table Officials mistakes. It is often said a Floor Official can walk away from their calls, a Table Official cannot.

Undervaluing this role may bring the game into difficulties if:

- A Shot Clock Operator is not knowledgeable of the rules of the game and where an Offence ends.
- A Time Keeper who do not concentrate on the game, or is not sure when he/she should start the clock after a free throw situation, or allow the clock to run on.
- A Scorekeeper who does not know what to circle in a three point shot when entering it on the score sheet, or puts the score on the wrong side and it is not discovered until after the sheet is signed.
- An Assistant Scorer does not indicate team fouls or signal quickly enough for a time-out with vital seconds to go.

The above do lead to serious consequences, coaches come screaming to the table, the floor official steps in and a team who were winning the game by one points have lost it by one because of the errors of the Table Officials.

2. Recruitment

Each Federation should look to establish a pool of people, who will have undertaken training to officiate games at any local, national or international level, and have the ability to tutor new officials.

So, how do we recruit them? Often the Table Officials are followers of the team, mums, wives, girlfriends, junior players and players who feel that although they no longer want to run up and down the court they still want to be a part of the game. Referees who want to still be active within the game when their "Whistle Blowing ends".

We need to use the training modules to train them into competent and confident Table Officials. By doing so a Federation gains experienced people, who will be able to represent the Federation in all games at any level.

It is very important that the candidates have a good knowledge of the game, the rules and above all a feel for the game of basketball. Their goals should be to be invited to officiate at the highest standard of game and to be proud of the job they have been elected to do.

It is essential that Table Officials have experience and a good degree of competence and sound knowledge of the game and rules. Inexperience can create many problems during the game and ultimately cost the team the game or tournament they are playing in.

In order to produce good and competent officials, the following guidelines should be followed:

Age: From 16 upwards

Qualifications: A clear knowledge of the rules and the game, all possible candidates should be encouraged to observe and learn the fundamentals before taking any of the set courses for qualification.



3. Training Courses for Table Officials

Four persons per game consisting of Scorekeeper, Assistant Scorekeeper, Timekeeper and 24 second Operator.

Objectives:

- Provide training courses to enable qualification for Table Officiating.
- Provide set qualifications.
- Educate Tutors to provide the courses.
- Officiating Manual.
- Create a pool of Table Officials for local, national and international nominations.

Courses:

Level One, Level Two and Level Three/Tutor courses.

All course materials should be distributed from the Federation. All examination and assessment should be monitored and records kept within the officiating department of the Federation.

4. Level One Award

Applicants will be required to have working basketball knowledge before attending this course.

Aim:

To provide local leagues with competent officials.

Objectives:

- Working knowledge of the rules and interpretation of basketball.
- The ability to correctly apply the mechanics of table officiating.
- Good knowledge of signals used by both floor and table officials.
- Basic knowledge of shot clock mechanics.

Syllabus

Course should have a three hour duration, which will include a 45 minute multi choice theory examination paper. Where possible a practical session should also be included.

Candidates will need to know the following:

- Organization of Table: Seating, Team benches, Substitute chairs.
- Teams: Players, Substitutes, Captains, Coaches and Assistant coaches.
- Duties and powers of Floor Officials: referee/umpire/s, floor violations, referee signals.
- Duties of Timekeeper: game clock operation, playing time, time-outs, extra periods.
- Duties of Scorekeeper: working partnership of clock to score sheet, recording of time-outs, team fouls, coach and bench technical fouls, tied scores, extra periods, team control, arrow possession, substitutions.
- Score sheet: preparation, completion of sheet, field goals, free throws and finishing sheet.
- Communication: table official's mechanics, signals to floor officials, end of game.
- Shot clock mechanics, team control and arrow possession.



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Officiating manual

All candidates must be in possession of the Table Official's Manual before the course.

Assessment

- Theory and Practical tests.
- Theory examination paper will include questions to test the candidate's knowledge of officiating.

Pass mark: 75%

Time allowed: 45 minutes

Practical:

All candidates must officiate six games at local level, three scorekeeping and three timekeeping. Candidates will be given a form to present to the Floor Officials prior to the match commencement and the Floor Officials will sign the form should the candidate give a satisfactory performance. The games must be timed within the FIBA rules.

5. Level Two Award

Applicants must have completed the Level One award and officiated for a minimum of two years.

Aim:

To develop existing Level One officials to a high level of competence to officiate at national level.

Objectives:

- Sound knowledge of the rules and their interpretation.
- Apply the mechanics of table officiating.
- Complete knowledge of signals used by floor and table officials.
- Complete knowledge of shot clock mechanics both theory and practical.
- Confident in man management to deal with game and personal situations.

Syllabus

As per Level Two with the addition of: the 24 second Operator duties and duties of Assistant Scorekeeper.

Course organization

Theory course to be of five hours duration. Candidates **MUST** pass the theory examination before undertaking the practical assessment. Failure of the theory examination will preclude the candidate from taking the practical assessment and the candidate must wait a minimum three months before retaking the theory examination.





Assessment/examination:

- Two part examination theory paper: Pass Mark 75%
- Practical Assessment: three games; one scorekeeping, one timekeeping, one 24 second operation.
- Officials must be notified prior to the commencement of the game that the table official is to be assessed. Only qualified floor officials may assess the candidate and the assessment game must be to FIBA rules.
- To obtain the Level Two award the candidate must pass both the theory exam and the practical assessments.

6. Level Three/Tutor Award

Candidates must have obtained the Level Two and officiated at national level for minimum of two years.

Aim:

To enable the official to officiate at all levels up to and including international level, and to Tutor/Assess new and established Level Two officials in assessment and course work.

Objectives:

- To be involved in officiating at local and national levels.
- To be able to run or have assisted in the running of table officials courses.
- To perform all duties of table officiating on a regular and consistent basis.
- To provide a consistent method of assessing Table Official candidates.

Requirements:

- To be recommended to the Federation to undertake this award.
- To have minimum of two years at Level Two and have been appointed an Assistant Scorekeeper for an international game at least three times in the season leading to the nomination.

Evaluation/assessment

The evaluation/assessment of the candidate to be spread out over a season.

Candidates to attend minimum three national competition games during that season. The games will include both a theory and practical assessment.

A separate theory examination paper to be completed during the season: 75% pass mark.

Candidates Assessed on:

- All duties of a Table Official.
- Man Management.
- Dealing with game incidents.
- Working with Commissioners and Statisticians.
- Communication skills for providing courses for new or established Table Officials.



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7. Tutors/Assessors

Equipment:

- Full set of table equipment, both technical and personal.
- Hand outs for candidates on all subjects covered.
- Table Officials Manual.
- Rule Book.
- Performance sheets (for assessment).
- Overhead projector or Power point presentation regarding the course fundamentals.

Qualifications for tutoring course:

<u>Level of Course</u>	<u>Minimum qualifications</u>
Level One	Tutor and Level 3 active in senior games
Level Two	Tutor and Level 3 active at international
Level Three	Tutor and Level 3 active at international

Recruitment:

Initially candidates will be from Local League Level, former players, coaches.

Referees. Candidates for Level Three and above to be nominated from the Local Area Technical Committees.

Qualifications: Must be obtained from Federation.

Courses

Must be run by qualified officials and sanctioned by the Federation.

Exam papers should be based on referee rule papers

e.g. Grade One lower referee exam paper

Grade Two middle referee exam paper

Grade Three/Tutor top referee exam paper

Practical Exams should be assessed by qualified referees/Tutors in "Live" game situations.

3

PLAYING



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WHAT WE ALL WANT TO DO IS KEEP ON PLAYING. TO ACHIEVE THIS REQUIRES SOME KNOWLEDGE ABOUT HOW TO PROMOTE OUR SPORT, TO BRAND IT AND MARKET IT IN THE RIGHT PLACES. THIS IS WHAT THIS CHAPTER TALKS ABOUT: HOW TO GROW OUR REVENUES TO KEEP THE BALL ROLLING.





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4.1 BRANDING THE SPORT



WHY YOU SHOULD READ THIS CHAPTER?

Branding Might be the Key to your Commercial Success

What is branding? We hear a lot about it without ever really knowing its meaning. Is it simply remodeling our logo? No, it's much more than that.

Branding is the creation of a symbol which represents the sport, organization, or club. This symbol carries with it values and attributes that speak directly to the consumer's mind in an emotional manner.

Successful branding enables the organization to be much more efficient when approaching sponsors, TV and spectators.

Branding should be done prior to selling, so that the process of generating revenues becomes a much easier one.

This chapter is an introduction to branding and its techniques.



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From Sports Organization to Sports Brand

In conventional businesses it is clear that branding is one of the key success factors. The business of sport holds many successful and valuable brands, such as UEFA Champions League, NFL, Manchester United FC, Bayern Munich etc. In basketball, the NBA is of course a good example of successful branding. So how does brand building work? Let's spend some time looking at how to move from being a sports organization to becoming a sports brand.

1. What is a Brand?

A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of their competitors. A brand could also be described as a distinctive picture or association positioned in the mind of consumers for an object (product, service) or a subject (person, institution). Brands create images and can direct behavior patterns amongst customers and consumers.

When applied to sports this definition means that a product or service, such as a type of sport (e.g. basketball), an event (world championships), a person (athlete) or an institution (club, federation), can be perceived as a brand. It also means that sports consumers perceive these objects and subjects in a different way. So the key is to create a picture in your customers' minds because this perception will define the value of your brand. The thoughts that customers have concerning such a sports brand will include everything that he/she knows, thinks and would tell to others about the object or subject. This includes all tangible and non tangible properties such as products, services, appearance, emotions, expectations and assumptions. This means that the brand gives an impression, it stands for certain values, for an image and reputation and for a position in people's mindset.

Those who have been successful in turning their sport into a real brand have achieved what is called "brand religion". A place where the customers, the fans, have become "followers" of their sport, their league, or their team. This puts you of course in a very strong position where you can charge higher prices for your product (to the fans themselves but also to the sponsors). It also protects you from any

A brand is a distinguishing name and/or symbol which differentiate a good or a services from those of a competitor.

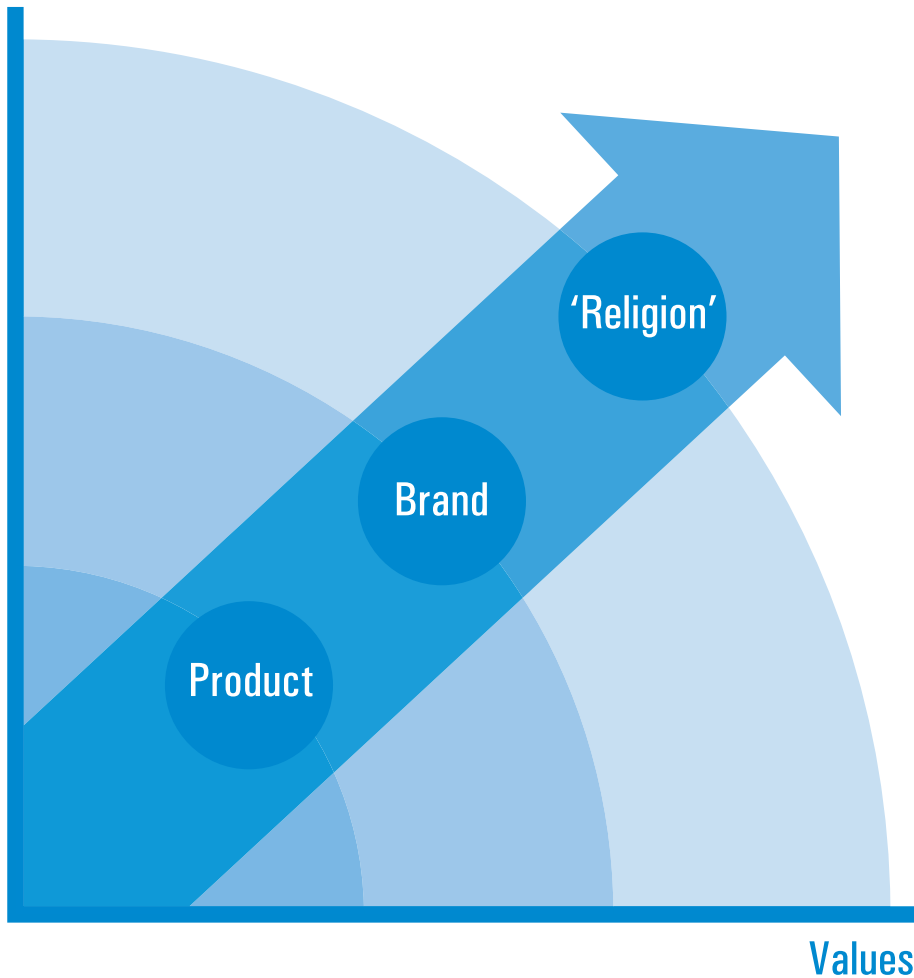
damage that might occur to your image: your consumers will be ready to "forgive". This gives you space for action, for taking more risks.

You achieve brand religion by strengthening the values that you attach to your sport, and therefore by increasing the involvement of the people consuming it. The stronger your values in your given

community, the stronger the link you will create between you and your community, the stronger its involvement. You will move from being a simple product amongst the products (people can "choose" between Basketball and, let's say, football), to a brand carrying meaningful attributes and values, to a religion, where people will follow you regardless of athletics results. Following is a small graph representing this pathway.



Involvement



2. The Advantages of Branding from your Organization's Point of View

The brand simplifies the ability to distinguish products amongst a wide range of offerings. Even in the world of sports the number of offerings are continually growing (e.g. the growing number of new sports). Therefore every kind of sport, every federation and every club has to find a way to distinguish itself from its competitors'. In a crowded marketplace it gets more and more difficult to differentiate the services offered. The brand allows a positive demarcation of the competitors' offerings.

A strong brand enables the transfer of the brand to new products. This allows sports organizations to offer new services and products, which do not depend on the success at the athletic level.

An organization having a strong brand is better protected from crisis and impact of competitors. In times of trouble and crisis they also provide a certain bonus amongst customers. So mistakes and market fluctuation do not have as much impact on sales for sports organizations.

A strong brand enables an organization to build customer loyalty as they trust the brand and its quality, e.g. season tickets for some professional sports clubs are sold years in advance.



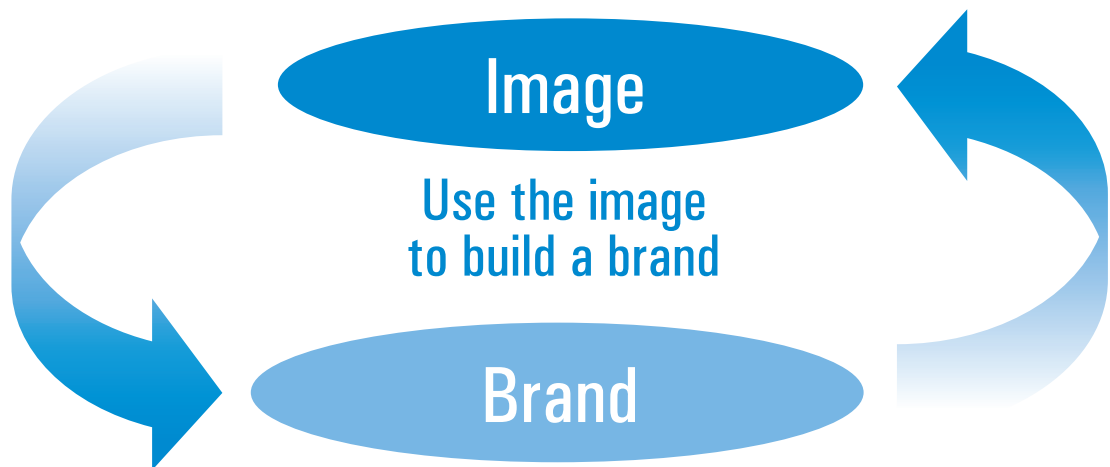
A brand creates trust and confidence. A strong brand presents a proof of competence from the customers. It suggests quality and bestows image and prestige to its buyers. For this reason consumers are also prepared to pay a higher price for products and services offered.

This being said, let's not forget the main goal of branding. The main goal of branding for a Federation is to "package" the sport in a way that it becomes as attractive as possible to potential sponsors. Going

The main goal of branding for a Federation is to "package" the sport that it becomes as attractive as possible to potential sponsors.

through this "internal" process will make it easier for you, or your marketing department to approach potential sponsors. It will also prepare you to answer any questions they might have regarding your brand values and attributes. And what you intend to do (with them!) in the future.

A key aspect to understand in the branding process is that you need to determine what you want the image of your product to be before you start communicating about it. Once the communication has started, it is then very difficult to modify your message. This is why it is crucial to define what you want to stand for before telling the world about it.



The brand then becomes your "protection", the "shield" behind which you will be able to control your image, even if it damaged by an impromptu event. The stronger your brand, the less damage you will suffer in case of crisis.

3. Brand Management

A strong brand determines all future marketing activities and therefore represents an important instrument to influence and control the market. Brand management can be practically defined as finding strategies to build and to cultivate a brand in order to achieve competitive advantages. The main objective in brand management is to achieve a strong position within the mindset of customers and to generate public confidence.



The process of strategic brand management follows these steps:

- It starts with an analysis of the current assets of the federation. Where are your strengths and your weaknesses compared to your competitors', in terms of different aspects such as products, services, organization, staff etc?
- Next you should find out what it is that you want to brand and how do you want to be positioned. Is it your sport, your federation or your product (e.g. event)? Within a Basketball league for instance it has to be determined whether you want to promote the league or single teams. The advantage of promoting the league is that even if one or the other teams suffers a crisis, the brand value of the league can be retained, which is crucial for a league such as the NBA, for example.
- The next point that has to be determined is what is your market. Is it a regional market, a national market or an international market? Then you have to determine who your competitors are in this market.
- Based on your initial analysis of your assets you have to analyse how your competitors are positioned on this market. In other words how do their customers perceive them? Furthermore you need to discover where your customers would ideally position you. Such a positioning map is mainly based on two or three attributes. These attributes decide whether customers "buy" a product or not. The map shows where your competitors are positioned, where you are positioned and where you should ideally be positioned from the viewpoint of the customer.
- This positioning within the map should give a clear idea about the brand image that should be required. The goal would be to be positioned as close as possible to the ideal position determined by the customers.
- The second objective after the brand image is to determine the brand awareness. In other words, how many people in the contemplated market know your brand. Both of these strategic objectives then have to be transferred into action through the marketing mix.

4. Building a Brand

Using the various instruments of the marketing mix – your product(s), their price, where you sell them and how you promote them – you should then be able to make sure that all objectives concerning brand image and brand awareness are achieved. This requires a consistent picture of the intended brand to be

All actions in terms of product, price, place and promotion have to fit exactly within the intended brand position.

drawn by all the different instruments in the marketing mix. So that all actions in terms of product, price, place and promotion (communication) have to fit exactly within the intended brand position.

This means that your products and services reflect the values and attributes of your brand as well as the price. Also the place

where you offer your products and services should match with the picture that you want to create in the minds of your customers. Last but not least communication has a big impact on the creation of a brand. In the next chapter, Media Relations, we will take a look at the tools you have in hands in order to achieve this.



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Working on your brand involves many activities, and every single sector and department should be part of the process. No detail should be overlooked and you have to aim at creating the best “total impression” at every single level. All the points of contact you have with the outside world need to be taken in consideration. Here’s a non exhaustive list of what you need to think about in the process.

A brand is a distinguishing name and/or symbol which differentiate a good or a services from those of a competitor.

TOTAL IMPRESSION

- Leadership style
- Sponsors and partners
- Offices
- Logo
- Advertisements
- Letterhead paper
- Exhibition stands
- Dress code
- Phone manner
- Magazines
- Website
- Events
- Customers/fans

All actions in terms of product, price, place and promotion have to fit exactly within the intended brand position.

The main goal of branding for a Federation is to “package” the sport that it becomes as attractive as possible to potential sponsors.

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4.2 MEDIA RELATIONS



WHY YOU SHOULD READ THIS CHAPTER?

Inform, inform, inform!

In the last chapter, we saw what branding can do for the sport and for your organization. We have also seen that successful branding relies on proper communication: Spreading the good news.

Branding is not only deciding on what basketball should represent to the people in your country but also communicating this message to the public. Good Media Relations will of course enable you to do this.

The creation of stable and transparent relationships with media and journalists is essential. Capitalizing on these relationships will ease your job by facilitating the promotion and visibility of your sport.

You need to constantly inform the media in order to control their sources. Instead of having them speculate and spread unreliable information around enable them to get information direct from the source, you! This chapter will tell you how to achieve this.



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1. Introduction

Working with the mass media is a very complex and time consuming task, but a very important element in the promotion of the sport and the general marketing strategy. Interest from Partners and Sponsors will only rise if public interest rises. In providing information to the mass media and offering co-operation to their professionals you will enter a very competitive field. Sports journalists are over flooded on

Interest from Partners and Sponsors will only rise if public interest rises.

a daily basis with oral, printed or electronic information, with invitations to press conferences and sports events, with agency news, and with the incredibly rich source of the World Wide Web. However, the principle in the business should remain – inform, inform, inform! Certain rules should be followed in order to build up a long lasting, trustworthy and fair partnership between your federation and the mass media. Too often the mass media is regarded as “enemy” or as “promoter”. Neither of that is their role. Journalists report on certain facts, because they believe it is interesting for their audience. And sometimes they comment and criticize on certain facts, not always to the pleasing of the sport’s stakeholders. That is part of their role and one has to understand, that controversy is a much better “seller” than harmony. Even the more important it is to make the journalists life easier and provide them with the proper information so that

The principle in the business should remain – inform, inform, inform!

the media doesn’t have to speculate or get your facts from another, maybe unreliable and imprecise source. That requires human and financial resources and we fully understand that the financial possibilities vary heavily from federation to federation. So does the local infrastructure and the media landscape. We will try in this manual to give a generic recommendation of the do’s and don’ts. We are aware, that many of the advices might be already common knowledge, but hope that you still find the document useful and applicable in your case. We would also encourage you to comment on this document and share with us your experience and know how.

2. Communications Master Plan with Hierarchy of Objectives

According to a Master Strategy Plan, which is lately developed by more and more federations, in which you have defined your major objectives, you can develop a master plan for your communications policy. Important part of such a plan should be a hierarchy of objectives, because that will reflect on the resources you will have to put on their implementation. As the objectives may vary heavily from federation to federation it would be very difficult to establish a recommendation in this document, however, some objectives could be viewed as universal.

2.1 Event Information

Sport events are the soul and live blood of your organization. The schedule, the results and statistics of single games as well as the group and final standings are the fundamental content of your event information. You should aim to be always the first and most reliable source and thus obtain the status “official” for it. Schedule, results and statistics is content which, according to legal cases in some countries, not a media value which can be protected. However, you can make sure, that you control access to the official results and stats through your accreditation policy for your events and you



could take legal action, if somebody tries to use them in an unauthorized way. The results and statistics and their archiving it is a major asset of your organization and should be dealt with in all sincerity.

The information on events starts much earlier than with the first tip off of a national team game or a club or youth competition. You should provide the media with information on how your federation

The information on events starts much earlier than with the first tip off of a game.

decides on the assignment of an event, i.e. the bidding procedure, who is bidding, which body makes the final decision and when. This will create further interest in the lead up to the event. Connected to this is the information of the event schedule, which will also help the media on planning in covering the event. By informing the media on an

early stage, you could learn about possible clashes with other events. Another example of a two-way co-operation with the media.

2.2 National Team Programs Information

The international sports calendar does not allow the exposure of national team games as often and consistent as club and league basketball. However, with the exception of the North American countries there is no doubt, that the national team programs are the main promoters of the sport in any given nation. Print media coverage and television ratings in the past show the overwhelming interest, when teams gather to represent their country. We should take advantage of that and feed our partners with every possible information on that. Even if games of the national team may not happen too often, talk about the team could be interesting all year around. Nomination of the head coaches and the assisting national team staff, short and long term objectives of the team, interviews with core and potential players, training camps, invitational tournaments and games are just a couple of sample, which will keep the soup boiling on a 12 month basis. It is important to cover all age and gender categories without forgetting to put a priority on those teams, which will draw the biggest attention.

2.3 Clubs and National Leagues Information

Probably with the exception of North America, clubs and leagues in all age categories and different levels are the main backbone of the formation of the players. National leagues are usually also playing for a 6 to 8 month period and are therefore exposed to the media for that period. A strong national league normally guarantees and strong national team and it is vivid to inform about the league. Leagues might be run by separate organizations outside, but information on the league is a promotion of basketball and therefore a common goal of the federation and the league. Vice versa, the league will have a vivid interest in the success of the national team program. The same could be said for international leagues.

2.4 Player and Coach Information

In each of the 212 federations of FIBA the number of licensed players ranges between over 300.000 and 300. Obviously, one would like to have a good database of these players with the minimum information such as date of birth, place of birth, height and club. For some players there should be more detailed information such as biography, statistical data, home stories, photos etc. For that reason it is certainly impossible to treat all players equally. It is advisable to make a selection of players which



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you think could serve well as the ambassadors of basketball in your country and secure co-operation with them. These players should be made available to the media as often as possible and the players should know the responsibility which goes along with that, both on and off the court. Children and the media alike embrace idols and heroes and the selected players can be of tremendous help, if you want to communicate to the fan.

2.5 Rules and Regulation Information

One of the key roles of each National Federation is their regulative duty such as player eligibility, doping controls, appeals, sanctions, conflict ruling, referee education and nomination, and other administrative tasks. Unfortunately, the media tends to jump on these issues only in case of disputes or scandals. However, informing the media in the most transparent way on all the procedures and actions will make them understand more easily about your duties and underline your role as unchallenged authority for basketball in your country.



2.6 Special Projects Information

As many National Federations are government subsidized or are even part of the ministry for sports and education, they have a certain responsibility versus public health as well as educational and cultural goals of the given state. Many federations, their clubs and leagues start initiatives outside of the competitive basketball such as streetball, community programs, charity events, art contests in close co-operations with schools and universities. The media is generally very interested in these initiatives and the news sometimes leave the sports section of a newspaper and enter the finance section, local news section, feuilleton section, health care section or education section. The important message is that you do not only care about your sport, but all facets of your society.

A special project could also be a long term strategy with a flashy name ("Basket 2010") in which you define your long term goals (number of licensed players, participation or certain result at a FIBA event) in a give time frame.

2.7 Partners and Sponsor Information

This starts with the simple announcement if a company is becoming your partner, and for the reasons why both the federation and the company have entered an agreement. A partner or sponsor will request inclusion in your communication chain. Access to your database, presence at events and press briefings are just a few examples of that requirement. Common projects like camps and educational initiatives will help both the sport and the company's public standing. You should do everything to help your partners communication with the media for a long standing and healthy relationship.



3. Budget Planning

After establishing your master communication plan with all your prioritized objectives including the measures to implement them, you should start a budget planning. There might be hard costs such as printing, telephone and fax, external cost for layout or web design, but also soft cost such as office rent, salary, and office equipment. Often heard is -“we can’t do it, because we do not have the resources”- but many things can be done within your existing structure. Obviously, a full time press officer would be best, but alternative solutions are possible and very often practiced. Your budget planning will further help you to adjust or prioritize your objectives to your resources.

4. Media Environment and Mass Media Database

In some countries there is an incredible rich media landscape with over 500 daily newspapers and other print media as well as hundreds of television and radio stations. The number of professional journalists is often way above the thousands. It is very important that you clearly understand the media environment in which you are working.

It is very important to clearly understand the media environment in which you are working.

That includes the collection of the address details of all media outlets in your country as well as the contact name of the person who deals with sports, or, even better, with basketball. To build up a precise and complete media database can be an extremely time consuming and difficult task, but it is the

basis for an efficient co-operation. The “FIBA Organizer”, a software specifically developed for the needs of our national federations and available through our office in Geneva, will assist you in this task.

In some case, it might be also advisable to do personal visits to the media outlets. A personal contact to your key media is invaluable.

Once you have managed to enter all relevant information into a database (name of media organization, contact person, address, contact details including mobile phones and email). It is important to maintain and update the information on a regular basis. As you know, FIBA is sending out once a year a media questionnaire for the most important media in your country, and all the 2.200 contacts collected over the past 15 years can be viewed on fiba.com under the Media Guide section. You are cordially invited to use these addresses for your purposes. And we would appreciate, if you could inform us about mistakes that you may discover in the list.

5. Establish Communication Means

Once you have defined what you want to communicate and to whom, the third important question is how do you communicate. The strategy and mean of communication is again very much depending on the media environment and technology available in your country. Telephone, fax, email & web, and mail are the common means, and it is also equally important to decide on the form into which you provide your information.

5.1 Media Release

Official information of significant content, such as decisions from your Executive Board, ruling on disputes, doping cases, are best communicated with a Media Release. Brief (10 – 20 lines) and focused on the facts it will create the journalist’s interest on a certain subject and will hopefully encourage him to follow up and cover the news. Therefore, it is equally important to have the contact details of



a person in charge from your organization on the media release, under which the journalist could call should he have further questions. It is not the goal of this manual to explain journalist techniques, but some simple rules should always be followed.

5.1.1. The Five “W’s”:

The most important part of the press release (like in any other news story) is the beginning. The lead contains the essence of the story and should involve the five key questions:

- Who will be/is/was involved?
- What will be/is/was happening?
- When will be/is/was the time of the event?
- Where will/does/did the action happen?
- Why – possible reasons for the action or the event?

These key questions should be answered in the first paragraph of the release. The lead should be as concise as possible, one sentence is preferred, two paragraphs are the maximum.

Taking the example of a media release about a positive doping test that would translate to:

- Who (name of player including details, name of organization that conducted test and name of organization and their key members, that decided or will decide on sanction)?
- What (name and details of detected substance)?
- When (all relevant dates and hours like date of test, date of meeting of deciding body)?
- Where (all relevant details on location of event)?
- Why (further details on the reason for the decision)?

5.1.2. Core Elements

Every release should contain one (or more) of the following core elements (examples in the brackets):

- Relevance (a recent decision).
- Seriousness (the injury of a player).
- Proximity (local, regional or national news).
- Public importance (the assignment of an event to a city or region).
- Drama (a three point shot from behind the middle line on the buzzer).
- Curiosity (the eldest/youngest fan).
- Controversy (the conflict between a coach and a player).
- Progress (the opening of a new arena/office).
- Love (a charity event or community initiative).
- Emotion (the award to an administrator, player or coach).

5.1.3. The Do’s and Don’ts

- Structure the information, identify the main objective and keep the story focused on it. The main objective should appear in the headline.



- Write simple, use simple active sentences.
- Avoid obscure jargon, not every reader is an expert.
- Be brief and avoid nouns – Cesar didn't write "After arrival and inspection of the situation, the achievement of victory was possible" he simply wrote "Veni, vidi, vici!" (I came, saw and won!).
- Fewer sentences per paragraph are more restful to the eye and easier to read.
- Stay objective and avoid commentary.
- Enrich your text with names and quotes.
- Use numbers and statistics.
- Use the public figures associated to your federation such as coaches, players and executives.
- Don't mention the name of your organization more than once in the text.
- Get your news out as quickly as possible.

5.1.4. Mechanics

- Use standard paper or specifically designed media release paper, letterhead should be used for first page only.
- If the release is more than one page, write "continue" at the bottom.
- Indicate the end of a media release.
- Each page should end with a complete paragraph.
- Use triple or double space between each line to give room for editing.
- Include a release date (and time if necessary).
- Indicate a release place (GENEVA, Switzerland).
- Give every media release a running number per respective year (15/2005).
- Include a contact person from your organization with telephone number and email address for further inquiries from the media.
- Follow up with key media to make sure that they have received the release and offer further assistance.

5.2 Media Information and Press Conference

News of a more complex nature which are released after a longer decision process and news which have relevance for several public figures in your national federation are better communicated in a press conference during which you could distribute a more detailed media information.

5.2.1. Example of an Occasion for a Media Conference

Let's say your national team has prepared in training camp with a 20 player roster for a big event and the day has come to announce the final team with 12 players. That is very interesting news for the media and at the same involves up to 30 prominent figures of your organization including the players, the coaches and the federation officials. This is an ideal occasion to invite the media to a press briefing (with a media release) where the head coach and the team captain could be more



specific on the selection process, the progress of the preparation, the goals for the upcoming event etc. Following the briefing, you could make all 20 players available to the media for individual interviews.

5.2.2. Media Kit

In a detailed media information folder (also called press kit) you could provide detailed information on the players, coaches and the team staff, as well as the schedule for the following weeks and the event and other useful information such as accreditation form, and contact numbers during the event. Here is a check list for the content:

- Fact sheet – biographical data on all featured persons or events.
- Photographs – action shots or head and shoulders of personalities.
- Artwork – event and federation logos with precise color indication supported by digital files.
- Schedule of events and locations.
- Covering media release summarizing the objective of the media conference including quotes from the speeches.
- Text of any prepared speech.
- Gifts and souvenirs such as pins, stickers and pens.
- A business card of a contact person for further inquiries from the media.

5.2.3. Mechanics

Usually you start a press briefing with opening statements by the speakers, before you allow questions from the audience. A press briefing also allows you to meet the journalists personally, before a question everybody should be asked to identify himself with his name and the organization he/she is working for or a participation list with contact details should be placed at the entrance which will help you to update your media database. Here is a checklist:

- Written invitation sent out two weeks in advance with precise time, location, subject and attending personalities/organizations.
- Follow up on invitation by telephone 2-3 days in advance.
- Ideal date of media conference is the day before (for newspapers) or during a light news day (television).
- Facility should allow head table and backdrop, seats for audience, table for registration and distribution of media kits as well as enough space for television crews and photographers.
- Equipment could include microphones for head table and audience (wireless), and video or presentation equipment.
- If international audience is addressed, foresee consecutive or simultaneous translation.
- Brief all main actors of the conference in advance – order of the speeches, critical questions which might arise, who is moderating and introducing.
- Duration – keep introductions and speeches to a minimum and allow questions to the audience.
- Allow exclusive interviews after the conference has concluded.



5.3 Newsletter and other Print Material

Many people challenge the efficiency of sending by post print material such as newsletters, media guides, or yearbooks. We believe that especially in times of electronic communication it is still important to send something “touchable” to the media once in a while. Firstly, there is still a lot of media without access to the World Wide Web, secondly, high quality print with good images will reflect on the quality of work you are doing. Surely, the cost factor sets limits. It is important to know, that editing and production cost are very often lower than the mailing cost, especially, when you do regular mailings.

5.4 Web and Online Newsletter

The World Wide Web has revolutionized the work of journalists and those who work with the media. Faster, more and easy accessible information, not necessarily always reliable or good quality information flood the editing suites around the world. Still the medium has made our life much easier and we do not really have a choice to avoid this new communication mean. For the journalists, it is a new

Emailing information to the media is a very cost efficient way to get your information to the media.

research source and replaces quite often the traditional archives of publishing houses. For the sports federations it is an ideal tool to send time critical information such as results, statistics and standings, but it is also an ideal archive container. Furthermore, it allows us communicating directly with fan. Again, the budget

will set limits to the web presence. Maintenance of the web and keeping the information fresh and accurate requires sometimes more effort, than simply going online. We hope that the “FIBA Organizer”, special software which is available to you, can help federations in both respects.

Emailing information to the media is a very cost efficient way to get your information to the media. More and more journalists can be reached via email, and online media releases, and newsletters in PDF format, as well as daily news that link to stories on your website can be easily pushed to interested media.

6. Establish a Communications Policy

Equally important than the decision on your communication objectives, the creation of a media database and certain rules in establishing your communication tools, is the form and regularity of your contacts.

6.1 Regularity, Consistency and Personal Contact

It is not advisable if you stay silent for the most of the year and intensify your action just before and during an event. Regular presence throughout the year will also help to establish personal contacts. Besides personal visits at the media organizations and press conferences, where you could personally meet the journalists, it helps to intensify this personal contact, if you call up journalists on a regular basis. These calls could be follow ups on media releases, when you could ask if further information is required, or if you could be of assistance with the set up of interviews.

6.2 Mailings, Fax, Email, Telephone

It is further of great importance, which form of distribution you chose. Mailing information by post is very costly, but has certainly value in terms of getting the edge in times of inflationary online con-



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tent. The fax machine, which has been the main communication channel in the nineties, will shortly disappear and be replaced by email. The telephone is still irreplaceable, as it allows both partners to be more explicative and detailed. Every bigger story is always based on extensive telephone research.

6.3 The News Agencies

News agencies have the most important impact of the distribution of news on a national and international level. Many daily newspapers do not have the resources to assign journalist to specific

News agencies have the most important impact of distributing news on a national and international level.

sports and rely heavily on the material they receive from their national news agency, which they subscribe to. These agencies are a must on each media list and a good co-operation is crucial and very cost effective in your strategy. On an international level, the “big three” (Agence France Press, Reuters

and Associated Press) have branches in almost every country in the world and it is advisable to get in contact with your local representative, if you want to assure, that your news go outside of your country.

6.4 Media Commission

It might be advisable to create a group of experts who could help establishing a strategy and monitor the actions of your communications policy. You could invite professional journalist from all fields (written press, radio and television, photography) to learn about their needs throughout the year and during your events. They could also advise you with latest developments in the mechanics of the making of a newspaper or a television or radio show.

7. Content Creation

Almost as important as informing the media is to be well informed about all the news of your sport, but also general sports news and everything which could have affect on your activities. This is not only a

Almost as important as informing the media is to be well informed about all the news in the field of sport.

basis for creating your own news, but also being ready, if you are questioned by the media on certain issues. Big organizations create a clipping service in which all the relevant news are collected and distributed to their members and decision makers. Even with limited resources, you can easily create

such a clipping service using online search tools. The big search engines offer a variety of possibilities to get the latest news via search keywords or in simply surfing the websites of the bigger media organizations in your country.

A well established network of reliable sources from your own family (board members, regional and local federation members, clubs executives, etc.) will further help “reading the story in advance” and receiving interesting stories. You could establish a group of network writers, who prepare stories for you on a voluntary basis.

If you have the resources you could hire journalists or specialized agencies to do the job for you.

Finally, it should be underlined, that all content you find on fiba.com or on one of the FIBA Zones can be translated to your language and used for your communication.



8. Language

Language is always a very sensitive issue, especially in countries where there is more than one official language. There are 212 member countries and almost as many languages, but Fiba.com unfortunately is offered only in English, and this is purely to financial reasons. We receive a lot of requests, why not French, why not Spanish? Why not Chinese? We would always face the tough decision, which would be 2nd, 3rd, 4th language.

It is obvious, that all information to your national media should possibly be edited in the official language(s) of your country. If you want to reach people outside of your country, or if you are not able to cover all your local languages, it might be an option to offer English in addition.



9. Media Services at Events

The sports events of your federation may have been one of the core objectives of your communication strategy.

Therefore, the servicing of the media at these events is equally important. The media facilities like the press tribune, the press work room, the mixed zone, the game procedures such as timing of the press conferences and the availability of the players in the mixed zone will help to make the working conditions for the journalists as good as possible. It is recommended, that you establish a check list for all facilities, services and procedures applicable to the media for the better preparation of your events. Upon request, we will gladly forward the existing FIBA checklist to you as reference.

10. “No Comment” and other Mistakes – Crisis Management

As mentioned earlier, there is no better story than a story about something which went terribly wrong. In a survey carried out by the International Olympic Committee with big news agencies and newspapers, no news item by official bodies such as National Olympic Committees or Sports Federations have

The most important rule might be to be prepared for the media.

been classified by the media as more important than news on doping cases, disciplinary sanctions and the alike. Just try to remember which news from Athens 2004 have made the headlines in every corner around the globe? Was it the story of the 43-year old Birgit Fischer canoeist winning her third gold medal in her third consecutive

Olympics or similar positive stories? Or was it the scandal about the Greek sprinters, or the judges in the men’s Gymnastics event? Controversy will always prevail over harmony and success.

We can not offer a perfect recipe for crisis management. The most important rule might be to be prepared for the media. A crisis can strike any organization, any time. “No comment” may be the worst comment you can make. In opposite, credibility, availability and transparency might end your crisis much quicker, than trying to hide facts, which may erupt from other sources any moment anyhow. If you are



not able to disclose information, let the media know the reason. Be the source of bad news, and not its victim. The basic principles always apply – be honest, tell the truth, never lie, do not mislead, be brief and simple in your answer, show compassion, and don't hide behind "no comment". If you just don't have the answer to a question, say, "I don't know", and let the media know that you will seek the answer.

The following checklist might help you to evaluate if you are prepared for a crisis:

Have you evaluated what types of crises could occur and which kind will have the most severe impact?

Have you discussed a "desired result" philosophy and whether a legal, economic or image result is top priority?

- Do you have a crisis management team?
- Do you have guidelines for internal information and official statements?
- Do you have a designated spokesperson and are you sure to speak with one voice?
- Has the spokesperson media training?
- Do you have a crisis management plan in place?
- Have you got press materials prepared and in the can?

11. Keep in Mind

As said at the beginning of this document, Media Relations are a very important part of your daily routine. Even if you are the best executive and administrator of basketball, you will not be able to get the message across, if you do not have a good strategy to inform the public about your activities. Your investment will pay off. Basketball is clearly the most popular indoor team sport, and it is certainly a global sport. There is no reason to hide behind other sports or their organizations.

We should approach the media always with confidence and vision. And in order to achieve our goals, we need to be constant, transparent and persuasive. Just like salespersons! So whenever you feel discouraged, just take a look at the graph below.



Good luck!





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4.3 SELLING TO SPONSORS



WHY YOU SHOULD READ THIS CHAPTER?

Sponsorship is Changing: be Ready for the Challenge!

Selling. A word we, as both basketball and sport lovers in general, don't always like to say. On the other hand, we all know that we need to sell our sport in order to ensure future growth. The challenge, however, is this: while we are continuously learning how to sell our sport, the buyers, or sponsors, are constantly changing and evolving as well.

Markets vary too much from one country to another to enable this chapter to give you a list of concrete selling techniques. However, this chapter will help you to identify the areas you need to improve and the skills you might need to acquire in order to become even better at selling.

This chapter also tells you how today's sponsors are changing, so that you can adapt accordingly in the sales process.

While sponsors are getting more and more educated about their involvement in sport and their expected return on investment, we need to become more knowledgeable about what basketball can offer them and how.

The better answers you have to questions raised by potential sponsors', the more chance you will have to get it on board. It's not an easy task, but it is a vital one. Good luck!



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1. Selling Basketball to Sponsors – Build It Up!

Sports organizations need money. Attracting more sponsors is becoming more and more difficult, especially at the national level. Very often, the blame is placed on the marketing manager, the marketing agency, the bad economic environment, or perhaps on all three.

The fact is that today's sponsors are getting more and more professional in their approach to sports. They analyze their partnerships with a more scientific, rational approach than they did in the past. For example, they may judge the relevance of their partnerships on the direct impact on sales. It is a fact that sports organizations often don't ask themselves the right questions. Who are we? What is our product? What is our message? To whom is it addressed? How do we communicate our message?

The sponsors analyze their partnerships with a more scientific, rational approach.

Identifying a message is not rocket science, but it requires a little bit of time and some logic. Because there is a successful sequence to follow this should be built from the inside.

So how do you do it? It might be worthwhile taking a few steps back to prepare yourself before you start selling your message. How do you go about re-evaluating yourself and identifying what you want to be known for before you start to be known? Let's take a look at the four main steps on the way to better sponsor attraction.

1. Developing the messenger
2. Defining the message
3. Telling the message
4. Selling the message

1.1 Developing the Messenger

Before starting to look at ways in which the organization could do better, what about starting to look at ourselves. The organization and its product, Basketball, is only as good as the people that manage it. Before improving the organization, it's the people that make it that need to grow. We are talking here about personal performance and self-management. We all need to keep in touch with modern principles and new management techniques. Learning more about specific techniques can not only improve the eagerness to grow, but also improve general motivation. It is only in this state of mind that an organization is ready to redefine itself. But let's not forget, personal performance improvement is a continuous process.

1.2 Defining the Message

At this stage, well before starting to sell, it might be a good idea to define what the organization is all about. What are its core values, how can the sport become a real "brand", and how can this "product" be positioned in order to be better sold (see chapter 1 in this section)? A commercial goods company would always go through this stage of identifying and/or redefining a product content and image before starting to put it in front of the public. Why not a Basketball Federation? Is the format of our sport right for today's society? Is the format of your main competition suited for television, for spectators, for athletes? How can our sport become more attractive, become a better product? Learning more about image building and branding techniques is key here. Because it is only when the product and/or the way the organization wants it to be seen, that the public can be attracted. Not before:



talking about Basketball, its values and what it stands for, without having carefully thought about how this message can find its place in today's modern society can be very damaging. If the message is not the right one, why try to spread it?

1.3 Telling the Message

Now that the messenger is trained and the message is defined, it is time to talk about it. Then again, it is crucial to do it the right way. It is all about finding the right ways to communicate what it is that the organization wants to be known for. How can this message be distributed, and tailored to specific audiences? How can the organization be more effective in terms of media relations? How can the sport create positive news, even when



there are no specific events going on - for example between two seasons? Well, that is what public relations is all about. Multiplying the message to different audiences requires specific skills, but those are very worthy. And there is no need to outsource, the right training can already help a lot.

2. Selling the Message

We've defined, we've told. We're getting there: we sell! The clearly identified message has been broadcast and the general perception of the product has improved. The public responds to the values communicated and is ready to connect even more with the sport. Now that is attractive to potential sponsors. Let's not forget that sponsors join a sport not because they like the sport, but because they like the relationship that the public has with the sport. The stronger the relationship, the better the chance to

Commercial partners most often want to surf on the wave, not create the wave.

attract sponsors. Commercial partners most often want to surf on the wave, not create the wave. So here's the last step: before approaching a potential sponsor, the sports organization needs to prove that he (the sponsor) will benefit from the particular relationship that the sport has with its public. If this public falls into the sponsor's target

market, then we have a winner. This kind of internal research is of course not an easy task. It requires basic but good marketing knowledge. Who are the people practicing the sport? Who is watching it? Where are the opportunities, where will the organization be the most successful in selling this message? Why? Can an agency better do this or should the organization do it itself?

As you see, there is a careful sequence that you should follow. Too often, sports organizations try to sell an image that has not been defined, or even told. Finding new sponsors is a general need in the sports world. And a difficult task. Those who are successful at it are doing it right – right from the beginning. But in order to do it right, you need to understand what today's sponsors are looking for.



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3. What are Today's Sponsors Looking For?

Revenues from sponsors are important to every sports organization – big or small, local or international. Moreover, it can be expected that with a continuing decline in revenues from Television, the importance of sponsorship as a source of income for sports organizations will increase over the coming years. At the same time sports sponsorship is changing quite dramatically and so is the focus of the sponsors.

Let's take a look at some of the changes and try to develop some advice for sports organizations on how to adjust to these changes.

4. Market is Changing

New technologies and the increase of options within all areas have provided the consumers with the power. The consumers hold the cards now: they are in general better informed, they are better educated and they can in general afford more. Moreover, they (we!) are unconvinced of advantages of the products advertised and the information overload leads to increased zapping in every aspect. It has become very difficult for companies to reach the consumers. At the same time today's consumers constantly seek new challenges and want to explore new horizons.

These trends lead to the fact that the loyalty between consumers and companies or brands is getting weaker and it is getting more and more difficult for the companies/brands to both reach the consumers and to maintain relations with them.

5. Marketing is Changing

These changes in the market have consequently led to changes in corporate marketing and a much wider choice of communication and distribution channels are now available (multi-channel strategy). At the same time individual companies' products have become more interchangeable and with an increasing imitation in most sectors, the profit margins of many consumer products are shrinking. Moreover, because of the changes among consumers and the difficulty for companies in reaching these consumers, the customer acquisition costs are rising.

So if this is all bad news for the companies/brands, what should be done about it? Two inter-related keywords are in play: relationships and loyalty. Creating relationships is becoming the key instrument in the marketing efforts of many brands because the establishment of a relationship between the brand and the consumer is a way to create loyalty between the consumer and the brand. So how should one create a relationship? Well, the trick is to move the brands upwards in terms of differentiation and consequently pricing. The price of a product will increase with the differentiation and if a product or a brand can get to the final stage where it actually provides an experience to the consumer then a strong relation can be built and loyalty established.

Sport and sports sponsorships can play an important role in the process of adding experience to a brand and that is why many brands are now adjusting the way that they use sponsorship within the marketing mix.



6. Sponsorship is Changing

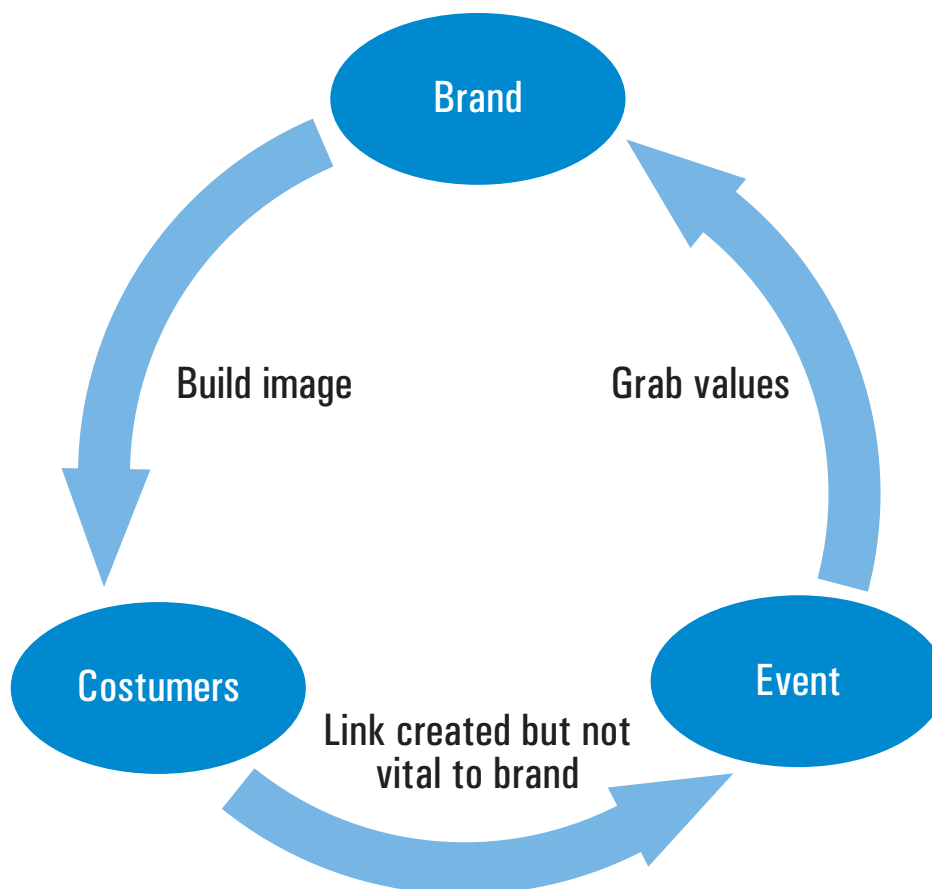
Sponsorship is traditionally defined as “an investment in an activity, in return for access to the exploitable commercial potential associated with that activity”. That is still valid, but it is the way that the commercial potential is being exploited that seems to be changing.

6.1 Traditional Approach

Traditionally sponsorship has for many years been used as a tool to build awareness and to increase the image of a brand. It has served as a new and different instrument, yet still integrated into the communications mix with classic advertising, PR, sales promotion, direct marketing etc.

The keyword has been brand-centric. Brands were looking to sponsor events that could help build and promote their brands. The brands “grabbed” or at least tried to transfer the values of the event into their brand in order to build an image of their brand that could attract customers. If a relationship could then be established between the consumers and the event, it would further build the brand. Whether it was about creating awareness for the brand, building an image for the brand or re-positioning a brand, the companies used sponsorships to answer brand needs. The figure below explains the phenomenon.

The traditional approach:





6.2 New Approach

The core element of the new approach for sponsors is that the focus is not on brand needs but on answering consumer needs. As described earlier, one of the main objectives for brand today is that it must build relationships with consumers in order to create build loyalty. Today's brands must add value to their consumers and sponsorship offers a unique opportunity for brands to do something for the consumers that they really care about.

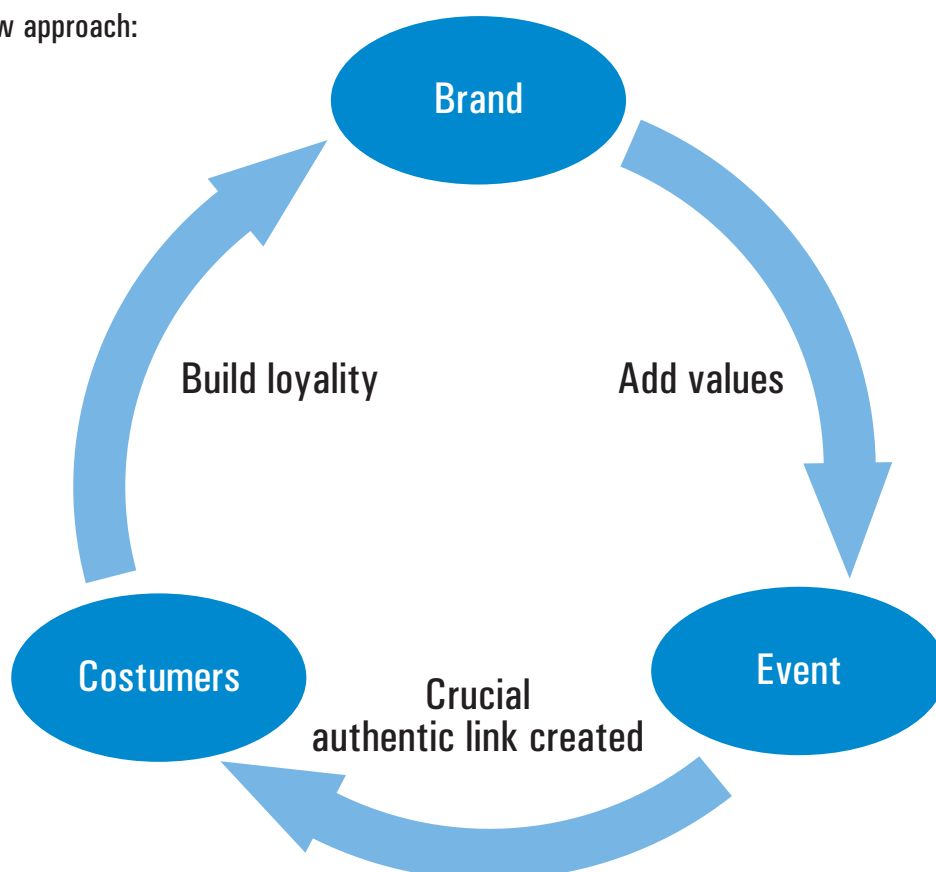
The core element of the new approach for sponsors is that the focus is not on brand needs but on answering consumer needs.

The key word is consumer-centric. Brands are looking for events that provide an authentic link with the consumer that the brand needs to target. What do the consumers like, what interests them, etc? When such an event has been identified, the brand gets involved and supports the event – places itself behind and in front of the event – and thereby pleases the consumers, who will recognize the involvement of the brand. Thus a new way for building loyalty has been created. The better event, the more satisfied the customers (of the event and the brand) will be. The better that the relations between the customers and the brand become the more the customers are likely to stay with both the event and the brand.

It can often be difficult for sponsors to find just the right event that provides this authentic link between event and consumers. That is the reason why many of the brands involved is this consumer-centric sponsorship start to create events/rights instead of buying events/rights and this is a trend that will probably grow steadily over the coming years.

The new approach:

The new approach:





7. What do the Changes Mean to You?

The market, marketing and sponsorship is changing – what does this mean to you and the way your sports organization would approach sponsors? Well, first of all you need to keep in mind that all trends are relative and that sponsors still have many different reasons for sponsoring. The so-called “donating sponsor” whose sponsorship decisions are based not on any marketing related considerations but merely on personal preferences for certain sports or events are still in play. In general, the first thing you

All trends are relative and sponsors have many different reasons for sponsoring.

have to identify is what the objectives of the potential sponsor are and try to work out how you can help them to achieve these objectives.

Basically these sponsorship trends are good news for you because it will provide a much wider field of options for you when you approach a potential sponsor. You don't necessarily need to offer the sponsor

huge media coverage of your event, etc. because that might not be what they are looking for. Maybe they will be more interested in doing something new or special for their customers or for their potential customers and therefore you need to identify how your organization/event can help.

Even though sports sponsorship is developing fast and is becoming ever more sophisticated, it is basically about this: every company is constantly looking for ways to build better relations with their customers and other groups who are important to them. How can you help? The better answer that you can give to help them to achieve this, then the more sponsor revenue you will get.

8. Some Approach Techniques

Let's look at some key points in the approach of a potential sponsors. The beginning of a sales process is very often made through a telephone call. This is a critical moment: the moment in which you will – or not – succeed to get a meeting. This moment is always made of three parts:

- The preparation and the initial contact
- The content of the sales call
- The conclusion of the sales call

8.1 The Preparation and the Initial Contacts

To find your potential contacts:

- Use trade and business directories for new contacts.
- Contacts from existing customers.
- Local, national and trade press and magazines.
- Have an open mind - look around for new opportunities.
- Find the sponsorship decision maker.
- Draw up a checklist of potential targets.

Hints for the initial approach:

- Aim for the most senior person possible.
- Research the best time to call them.



- Don't upset receptionists or secretaries.
- Identify exactly who you need to speak to.
- Develop techniques to handle difficult receptionists/secretaries.
- Don't give any hint of a sponsorship proposal.
- Avoid writing or sending details.

8.2 The Content of the Sales Call

Once you have reached the right person, the decision maker:

- Identify yourself and quickly get their interest with a new topic.
 - Use research to draw up a topic checklist.
- Always sound enthusiastic.
- Show how the sponsorship will benefit their business.
- Use open questions to probe for information.
 - Draw up a checklist of questions.
- Sound natural, don't read from a script.
- Don't invite negative responses.
- Encourage talk about their past achievements.
- Use objections positively:
 - "you're absolutely right, this is why our proposal is different..."
- Discover the real concern behind their objections.
- Respond with reasoned argument and benefits.
- Create new lines of discussion
- Leave cost discussion for as late as possible or even avoid it prior to the meeting
- Respond to cost objections by stressing sponsorship value and benefits

8.3 The Conclusion of the Sales Call

Again, your goal is to set up a meeting with the head of marketing, or sponsoring. Here are some hints on how to achieve this during a phone conversation:

- Always make a 'close' on the conversation, don't go on forever.
- Vary the 'close' on tone of the conversation, tone of your voice.
- Aim to make an appointment to meet.
- Detail amount of time appointment will take.
- Four ways to conclude:
 - Assertive Close: "Your office or mine?" to force the close
 - Assumptive Close: "I'll come and see you on..."
 - Interest Signal Close: "If I came over, I could go through that with you."
 - "No Interest" Close: "We should talk again in a few months..."



- End call positively, agree next step.
- Confirm result by fax, letter or e-mail.
- Ensure appointment details are passed to relevant person.
- Up-date records ready for future calls.
- Use follow-up calls to build relationship.
- Use diary to plan calls.
- Keep good records - contact details, details of conversations, personal details etc.

9. Keep in Mind

While the sport sponsorship market might be changing and get more crowded and more knowledgeable, the sales process will remain mostly the same. The key is to improve “the messenger” first, the person(s) or the department in charge of selling who will always need to have the necessary skills to sell. Selling is not an easy task, but by starting from the beginning, by improving the way we approach the sale, by improving our product(s) itself, by packaging it better (see Branding chapter), the sales process will become much easier and more successful.



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4.4 TELEVISION



WHY YOU SHOULD READ THIS CHAPTER?

Let's Build Real Partnerships with Television

Television is often the key revenue generator for a Federation. Although this is true, television should also be seen as a real partner for the federation.

It is important to remember that television will only buy basketball if the audience wants to consume basketball. This is why it is crucial to build a partnership that benefits both our sport and those who want to watch it.

Let's listen to what television has to propose: ideas and proposals should always be considered, discussion and deliberations should always take place if the common objective is to increase the exposure and visibility of our sport without damaging its essence.

This chapter will give you a list of tools that you, as a Federation, can use to become even more attractive to television, and therefore to those who watch it.



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1. Introduction

Television is a vital medium for any National Federation in order for it to develop the awareness and popularity of its sport.

In order to gain the best possible exposure for the National Federation it is first necessary for the National Federation to understand that television will view the sport as a product and as such the product must be of relevance and interest to its viewers. If it does not believe that the product is of interest then it will not televise the sport.

The National Federation needs to fully review all of the various aspects that it has that could be of potential interest for television. Such areas could include:

- National Teams
- National Leagues
- News Access Items
- Archive Opportunities
- Internet
- DVDs/Videos
- Promotional Shows

2. National Teams

Television coverage for the games of the national team should always be a major objective for any National Federation. When the national team plays then the whole country is in support of one team whereas on a club level whenever a club is successful there are always some fans in the country who will not be interested in watching other clubs playing.

Unlike club basketball the national team does not play regularly so it is important to present the team in a positive light. It is important for the growth and promotion of the sport that basketball fans see their national team being competitive and winning regular competitive invitational tournaments.

The timing of games is also important for television. The importance of basketball in your country will determine how demanding the National Federation can be with regard to games days and timings. For most National Federations it is not advisable to have games at the same time as other top national sports events (e.g. football matches) as it will not be possible to gain good audiences which will not help you build your product for television. Instead of playing at traditional evening times circumstances may dictate that you may need to play games on a Saturday or Sunday lunchtime or afternoon (e.g. 11.30 or 14.00) or early evening (e.g. 17.00) which will best fit in with the television scheduling.

In the event that basketball is not attractive enough to have a live broadcaster then the National Federation needs to invest resources in creating footage that can be used as a promotional and information tool.

Once the National Federation have game footage of the national team then it can be edited into one, two or three minute segments that can then be distributed as news clips to the various TV news and sports shows.



3. National Leagues

The National League is the top national club competition and by its nature of being a league and having games played regularly over a six – nine month period all over the country it is the most effective advertisement for basketball in the country. It is important that all of the clubs within the league and the National Federation work together to maximize on the exposure and promotion of the sport.

Where basketball is popular it has generally been as a result of both successful club and successful national teams. The natural progression for the development of basketball (or of any sport) in a country is that a person becomes a fan of a club and then follows that club and their players through national (and international) competition and then follows those players from their club that play on the national team.

Where basketball is popular it has generally been as a result of both successful clubs and successful national teams.

For television the broadcasting of a league means that the television station has the opportunity for regular programming over an extended period of time which is not the case for coverage of a national team.

The extent to which a television station will broadcast the games of a National League will depend on the popularity of the sport within the country and also upon a television stations programming schedule. Once again the programming available for television schedules may not be the same as previous traditional basketball days and times for the clubs to play but it is essential that basketball is seen regularly on television. There are a variety of different permutations that may be possible and a lot will depend on the importance of basketball in the country

A broadcaster may commit to showing one or two games per week live and then broadcast a 30 minute weekly highlight program showing action for other games. However it may be that both or one of the live games is on a weekday (e.g. Monday nights) rather than at the weekend when there is a surplus of television sport. If the games are at the weekend they may be played in the early afternoon in order to fit into a broadcaster's schedule. In addition to having a national broadcaster it may also be possible for those clubs whose games are not being broadcast live on national television to arrange coverage on a locale regional or city station which obviously will give additional exposure and promotion for the league.

Another possible scenario is that the National League may have live games shown on a pay TV station and a weekly highlights programs showing all of the week's action from the league on a free to air station.

4. News Access

The distribution of brief footage from the National League games to be used as clips for the sports and news programs is a very effective way of developing exposure and interest in the sport. All clubs could invest in having an eng cameraman filming action from the game that can then be edited and distributed either by the club or centrally by the National League press officer.

It is important that there is a regular news clip service to the news departments and agencies in order to ensure good coverage. There is no point in having irregular coverage as it will not commit the news and sports programmers to show basketball in their programs.



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The use of mobile phone text messaging is a valuable vehicle to promote the sport and to keep fans around the country up-to-date with all of the action from the National League. This can be done individually by each club or centralized through the National League.

The news access aspect is also relevant to those games played by the National Team.

5. National Federation Archive

All game footage taken from any basketball game played in the country should be stored in an Archive. Ideally the games should be logged with details such as: competition name, date, venue, team lists, scores, statistics and a summary of what happened during the game.

The Archive can then be used for a variety of purposes. It can serve as “classics” programming for television stations and selected footage can be used for “greatest moments” clips, DVDs, and for complimentary programming for TV stations, etc.



6. Internet

The continuing development of the internet now gives national federations the opportunity to promote basketball through this vehicle.

The National Federations should aim to have an informative and “user friendly” website which can present their sport and games in an attractive, informative and very cost effective way.

Footage, highlights and clips of great plays can be shown to both inform and promote basketball to website visitors and to attract them to either return or to guide them to the television broadcast of the games.

The footage available to be viewed on the website should be constantly updated in order to ensure that the visitors continue to visit the site. If the footage remains too long without being refreshed then it will discourage visitors rather than enthusing them to watch more basketball.

7. DVD's/Videos

Once there is regular supply of National Team or National League footage it can then be possible to develop the concept of producing DVD's or videos that can be sold and used to promote basketball.

The concept of the DVD's/videos can be linked to:

- An annual round-up of all action.
- A specific team following their season culminating in their winning of the championship.
- A series of clip showing great shots, dunks, bloopers, blocks, etc.



Such products can be sold via the Federation website or via the various club teams. They can also be given away as promotional items or could be used as prizes for promotions run by the television partner or by other commercial partners.

8. Promotional Shows

The relevant basketball footage can be edited and used as promotional material. Such material can be made into various time lengths (e.g. 15', 30'; one minute, three minutes, etc.). This material can be used by the television partners as promotional spots or can be shown on the website and available as downloads to visitors.

9. Open Television v Pay Television

The question of what kind of television coverage basketball receives in a particular country is one that needs to be constantly evaluated by the relevant National Federation.

In those countries where basketball has a strong tradition and public following, the case could arise whereby both terrestrial (i.e. free-to-air) and satellite/cable (free to air or pay) television broadcasters will be interested in covering the games of the National Team and National League.

If there are different broadcasters interested in basketball the nit is advisable to try to keep a mix of terrestrial and satellite/cable distribution.

The issue of what form of coverage is best for a National Federation will depend on the specific conditions that exist in the relevant country and the capabilities of the various television broadcasters. If there are different broadcasters

interested in basketball then it is advisable to try to keep a mix of terrestrial and satellite/cable distribution. For example it may be that the games of the National team are shown on terrestrial television and the National League games are shown on a satellite/cable channel.

Terrestrial television offers a potential wider viewing audience but is less flexible with regard to the programming. For example it will not always be possible to have games shown live at prime time during the week or at weekends. However satellite/cable broadcasters have more flexible for live broadcasting but to a potentially smaller audience than terrestrial television although this potentially smaller audience may be a far more concentrated group with regard to the target consumer profile for the National Federation and advertisers.

10. Financial Scenarios

The amount of finance, if any that a National Federation can gain from television will depend on the relevant popularity of the sport in the country.

The various scenarios could include:

- Rights fee paid and television production provided.
- No rights fee but television production provided and some advertising inventory given to the National Federation around the broadcast which they can then sell with their sponsor packages.
- No rights fee and no provision of the television production but advertising inventory given to the



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National Federation around the broadcast.

- No rights fee and no provision of the television production. National Federation has to purchase the advertising inventory around the broadcast.

11. Television Production

The FIBA Television Department has produced a FIBA Television Manual which contains all relevant information related to the set-up and production of the television signal for a basketball competition. For further information please visit www.fiba.com.

The following information is a brief summary of some of the salient points.

11.1 Production Philosophy

The television feed of each game produced by a broadcaster should be a continuous broadcast high quality signal, with full sound and effects of the game and it should show the complete game action and include all floor activity.

In the case of an event being shown on an international basis then the broadcaster that is producing the feed should include any and all available pre-game and post-game activities. An example of possible contents is as follows:

- Pre-game: starts 10 minutes before Tip Off:
 - Television opening sequence and National Federation logo. Can also include scenic shots of the host city and venue.
 - Team announcements and warm ups.
 - Final run down to be agreed with National Federation and broadcaster. Specific care should be given to the presentation of the teams and their entrance onto the court, flags, National Anthems, etc.
- Half-time: after the teams leave the court :
 - Replay of highlights from first and second quarters.
 - Teams warming up for third quarter.
- Post-game: after teams leave the court/and the presentations have finished
 - Third and fourth quarter highlights and play-out of all slow motion and super slow motion recordings from entire game.

The international audio feed should be with full international sound including court side effects.

The International feed should be integrated with high resolution generic event graphics in English language.

The generic graphics information should include:

- Event title, groups information, game, venue.
- Team line ups.
- Permanent score insert with remaining time.
- Player name and number.



- Basic statistics (points, fouls and rebounds).
- Specialized statistics (shooting percentages, points etc.).

All graphics shall be part of an overall integrated event look. This style will ideally be developed to incorporate key elements such as the event logo.

11.2 Production Plan

The actual number of cameras that is used to make the television production of a game should be discussed between the National Federation and the broadcaster. As a basic guideline the minimum number of cameras would be five or six with eight to ten cameras being recommended for an absolutely first class production.

The following ten camera plan is included as an example (see diagram hereafter):

- Camera 1 – Wide Shot
Located high up in the stands, exactly at centre court, to follow the game action.
- Camera 2 – Close Up
Located next to Camera 1.
- Camera 3 – Hand-Held Camera
Located just in front of the score table.
- Cameras 4 & 5 – Hand-Held Cameras
Located under the baskets but also able to cover the team benches.
- Camera 6 – Beauty Camera
Located on high position, somewhere on the roof, to shoot an attractive general view of the stadium.
- Cameras 7 & 8 – Camera or Lipstick
Remote controlled or not, looking through or over the backboard, and able to move with the action.
- Camera 9 – Super Slow Motion Camera
Located at court level (or at a mid-level position), on the left and/or right corner.
- Camera 10 – Reverse Angle
Directly facing the team benches for reactions, replay angle action.

In addition,

- Camera 11 – Camera on Crane
Can be located on the left or right side of the court, on a rail or not, able to elevate in a “live” mode from the floor to ceiling to give perspective of height.





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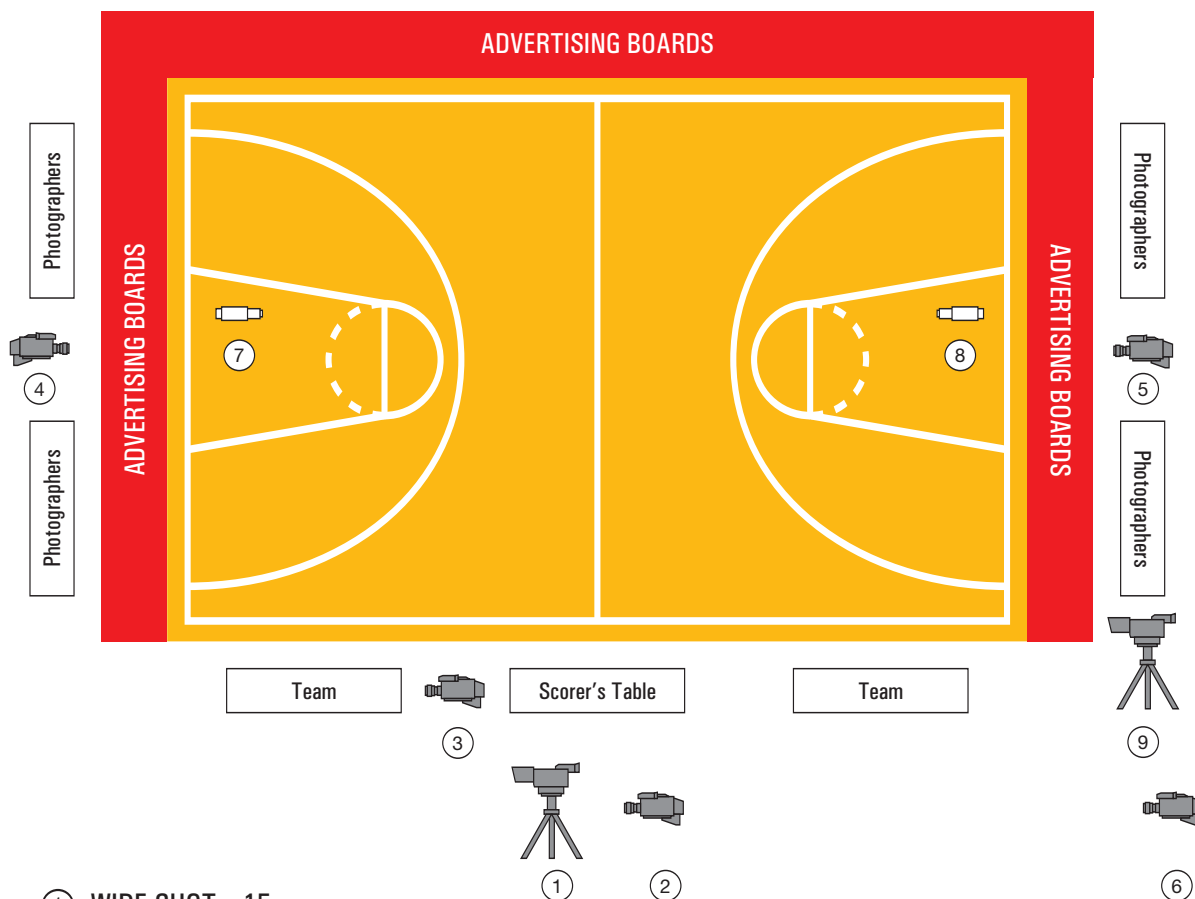
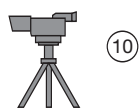
4

And,

- Minicams, remote controlled in entrance area to build atmosphere behind the scenes of “big games”.

NB: Unless the Information System provides the service, a camera “chrono” (unmanned) is always necessary in any of the camera plans chosen.

The Host Broadcaster shall make sure that an appropriate lens is used so that the chrono board is shot properly for the time remaining and the 24 seconds is inserted on the screen either separately or at the same time.



- ① WIDE SHOT x 15
- ② CLOSE UP x 62
- ③ PORTABLE 1
- ④ PORTABLE 2
- ⑤ PORTABLE 3
- ⑥ BEAUTY SHOT
- ⑦ LIPSTICK 1
- ⑧ LIPSTICK 2
- ⑨ SUPER SLOW MOTION
- ⑩ REVERSE ANGLE



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4.5 EVENT MANAGEMENT



WHY YOU SHOULD READ THIS CHAPTER?

Events are the Looking Glass to our Sport

You might wonder why the Event Management chapter of this manual was put under the Promoting section. Well, events are the “window” to our sport. They are the moment when all the effort we put in our everyday life working for basketball is shown to the world.

Big or small, a Basketball event, with all its technicalities, is the point of contact between our sport and its “consumers”; the spectators, the television, and the sponsors. An event is our main promotional tool.

Now of course a basketball event remains first and foremost a sporting event. In this chapter you will find all the main areas to focus on when putting together an event.

Checklists, examples, and pictures will assist you in organizing even better events. This will benefit the players, the organization, and the future development and growth of the sport.



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1. Introduction

The Event Management section of this manual has been produced in order to assist National Federations in the organization of basketball events in their relevant country.

The document should be used as a guideline for National Federations to plan and organize events in the most effective and efficient way. Some of the precise details included in this section relate to the organization of

The subject of event management ties together all of the various technical, sporting, commercial and promotional considerations.

high level competitions which may not be relevant to some of the National Federations. The general organizational principles, however, are relevant and appropriate for all levels of competitions.

The subject of event management covers many different areas and it basically ties together all of the various technical, sporting, commercial and promotional considerations. The ultimate aim

should be that each and every entity involved with an event, whether the players, referees, spectators, media, television or sponsors, has the best possible experience.

The FIBA Event Management Department based at the FIBA offices in Geneva is at your disposal for any questions that may arise.

Key Objectives

- To provide the very best playing conditions for the participating teams and players
- To ensure that the event is extensively reported by the media
- To maximize the number of spectators at all games and to provide them with an unforgettable experience
- To ensure that the Event is a success from a budgetary point of view and that all parties are satisfied with the results
- To ensure that the knowledge and expertise gained from previous events is fully documented and utilized at the next event.

2. Event Administration

Organization

The National Federation should designate the key persons that will be involved in the organization of the event. The level and extent of the organization required for a competition will obviously depend on the nature and status of the competition.

The National Federation should have the appropriate number of personnel that are responsible for the following areas during the event:

- Competition
- Administration
- Finance
- Communications
- Television



- Promotions
- Sales and Marketing
- Participants Services
- Ticketing and Accreditation
- Ceremony and Protocol
- Security
- IT
- Volunteer Activities
- Facility Management
- Medical Administration

Checklist

- Has an organizing committee/department been created for the event?
- Is there a person in charge of managing the organizing committee/event department?
- Has a detailed schedule with key milestones been established before the event?
- Have the objectives of the event been set? Do these objectives help to develop basketball in the region?

3. Finances

Budget

Before each event the National Federation should prepare a detailed budget. The main source of income is generally derived from:

- Government and Municipal subsidies
- Ticket sales
- Sponsorship revenues
- Value-in-kind deals
- Licensing and merchandising
- TV rights

The main expense areas are:

- Administration (salaries, office supplies, rent, telephone, travel, insurance, computer, etc.)
- Marketing/Sponsor services (PR, advertising, printing, decoration elements, etc.)
- Media (Host Broadcast production, media centre, media services, equipment and hospitality)
- Participant services (accommodation, transportation, medical services, etc.)
- Sport equipment
- Venue staffing
- Arena entertainment



Checklist

- Is there a person in the National Federation with accountancy qualifications, who can control all matters related to finance?
- Are the extra administrative costs that will be incurred from organizing the event reflected in the budget?
- Is there an established procedure for controlling the contracts?
- Is the Federation insured in the case of the event being cancelled?
- Has a cash flow projection been prepared for the event?

4. Government Support

The level of governmental, regional or city support that an event may require will depend on the relative importance of the event. For example for very high level, international basketball competitions it is essential that there is active involvement and support from the Government of the National Federation. For these events it is very desirable that a government/regional or city declaration containing the following pledges is sent to the National Federation:

- The event is welcome in the country/region/city concerned.
- All measures, including the passing of any necessary laws, will be taken in order to comply with all guarantees requested and to ensure the success of the event.
- The Government/region/city should be required to guarantee to undertake all necessary security measures to guarantee the safety of the competition and personal protection.
- A guarantee of safety and security should be given to the participants of the event, including the athletes, the officials and the representatives of the media before, during and after the championship.
- The Government/region/city should guarantee to provide the participants with the necessary entry visas
- The Government/region/city should give the other necessary logistic support.

5. Event Promotion and Branding

The event should be presented and promoted in accordance with the level and quality of competition. There are various elements involved in the promotion of the event. Promotions can be global/international/national or local and can be initiated years in advance right up to, during, and even after the Event.

Apart from government or institution grants and sponsorship, the National Federation's main source of revenue is from the ticket sales and promotion is vital in order to ensure that the sale of tickets is maximized for all matches. In order to achieve this goal, it will be necessary for the event to be promoted in different ways and on different levels.

In order to promote and gain awareness for the event, the National Federation should develop a media and promotional plan, which should include but not be limited to:



- Radio/newspaper/magazine promotions
- Television and Internet promotion/advertising
- Availability of the players for media interviews in the build-up
- Promotion through the National Basketball Leagues
- Community and school promotional programmes
- Ticket promotions
- Poster campaign

The promotional plan should be linked to certain events/milestones that will occur in the lead-up to the event, such as:

- Launch of the event logo
- Selection and confirmation of the venue
- Launch of the event website
- Launch of merchandising
- Official event draw
- Launch of the ticket prices and sales process
- Updates on those teams qualified for the event
- Announcement of event sponsors

1. Event logo Design and Launch

The National Federation should develop the event logo which should be ready for public release many months before the start of the event. The launch of the event logo should be used as the starting point for the whole promotional plan.

2. Support from Players, Coaches and Team Officials

In order to have a successful promotion of the event, the support of all basketball entities is essential. The players and coaches are the most important participants in the event and any promotional plan should aim to identify players from various teams and nationalities that can serve as idols for the fans both on and off the court.

Depending on the level of the competition it may be possible for example to divide a provisional list of players into two categories (“young prospects” and “stars”) once the participating teams are known.

3. National Event Promotion

The National Federation can organize various national promotions/competitions to increase the awareness of the event. Such promotions can take many different forms, such as:

- Competitions to choose ball boys/floor sweepers
- Coaching and performance clinics
- Various school initiatives
- Cross promotions with print media



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4. Print Media Advertising Campaign

Whenever possible, the National Federation should develop cross-promotional opportunities with print media partners such as local newspapers or magazines. The print media partners could give advertising space for the event and the National Federation could supply tickets, VIP accreditations and advertising space in the National Federation's publication in return. Such a campaign should be part of the national media and promotions plan of the event.

5. City Promotion

It is essential that the National Federation promotes the event on all levels, whether it be local, national or international. Before the start of the competition the National Federation could display a range of event flags at all of the official sites (hotel, arena, city centre, airport, etc.)

5.1 In-Arena Promotion

The National Federation should brand the event depending on the level of the competition. For high level international FIBA championships the National Federation should follow the instructions of FIBA or FIBA Zone.

1. Court Design and Floor Stickers

The National Federation may use the central and free throw circles and other spots on the playing court to place stickers (it is recommended not to have too many stickers placed on the court). The stickers can show sponsor advertisements (i.e. in the centre and free throw circles) or can promote the event or the city (i.e. behind the baselines.)





2. Basket Padding and Backboard Stickers

The National Federations are encouraged to place stickers on the basket padding and backboards in order to promote the event/or National Federation.



Backboard Sticker



Basket Padding Sticker

3. Press Conference/Interview/Mixed Zone Backdrops



After the games the players are often stopped by the media to do interviews. The National Federation is advised to produce backdrops that show the event title/logo and the sponsor logos for the mixed zone and press conference room.



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4. Scorers' Table

The National Federation may use the space in front of the scorers' table to show the event title/logo and the sponsor logos. The recommended size of the scorers' table is a minimum 6 metres.



5. Banners, Indoor and Outdoor flags

The National Federation should produce banners and flags to be placed both inside and outside the venues.



6. Event Branded Gifts

Before, during and after the event the National Federation can produce give-aways that display the event logo. (T-shirts, caps, uniforms, merchandising, etc.)

7. Print Material

It is recommended to use the event logo and the identification of the Commercial Partners on the following print material:

- Event programme
- Tickets
- Poster to promote the event
- Event letterhead



- Event results and statistics paper
- Accreditation cards
- Event car and bus stickers for vehicle identification
- Event parking passes
- Event directional signage
- Media guide and press kit folders



5.2 Game Entertainment

The National Federation should develop a detailed production plan for the game presentation and game entertainment. The level of presentation should be relative to the importance/quality of the event. The aim of such a plan is to guarantee that the spectators are exposed to a unique experience at the games and that the event's peripheral activities go beyond the pure sports experience.

Key elements of such a plan are the venue public announcers, the video walls/screens (if applicable) and the on court performances during game breaks which could consist of music, demonstrations and/or public involvement. The Opening and Closing Ceremonies should be part of such a production plan.



The National Federation should prepare a detailed timetable of all activities taking place in the venues before, during and after the games. Such activities would include:

- Opening Ceremony
- Time outs
- Game pauses
- Time between the matches
- Closing Ceremony

5.3 Game Presentation

1. Opening Ceremony

An official Opening Ceremony should be organized at the beginning of the championship. The teams must attend this ceremony and must be dressed in a uniform manner.

The opening ceremony should begin with a short cultural programme of not more than fifteen minutes. After this, the national flag of each participating team should be carried onto the court.

After the entrance of the flags there should be two short speeches lasting approximately thirty seconds and the championship should be declared open.



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2. Closing Ceremony

The victory ceremony should be linked with the Closing Ceremony and should take place on the court immediately after the last game.

As soon as the final game has ended and the teams have left the court, the teams placed third, second and first should enter the court. In the centre of the court, in front of the tribune of honour, there should be three podiums, each wide enough for fourteen persons (players and coaches only) to stand in a row.

The podium for the first placed team should be the highest and positioned in the middle, the podium for the second placed team should be lower and positioned to the right of the centre podium, and the podium for the third placed team should be the lowest and positioned to the left of the centre podium.

After the final standings of the championship have been announced, the third placed team should step on the lowest podium. The representative of the National Federation should present the medals. The second and first placed teams should be presented with their medals in the same way. Trophies/awards from the Commercial Partners may be awarded on the court at the Victory and Closing Ceremonies.

The presentation of the medals and the trophy should be followed by a maximum of three short speeches. In the case of international competitions the anthem of the winning team should then be played, following which the teams should leave the court and the Closing Ceremony should end.

3. Introduction of the Teams

In the case that there is a warm-up court available in the venue, the two participating teams should enter the main court at the same time approximately 25 minutes before the start of the game. If there is only one court in the arena, the teams should be able to enter 45 minutes before the game.



Ten minutes before the start of the game the teams should return to their respective benches for the introduction and presentation of the teams. All players on the team should be dressed uniformly and should walk on to the court then be introduced and should line up parallel to the respective free throw lines facing the opposing team.

In the case of international competitions, after the introduction of teams the national anthem of both teams may be played. The anthems should not be longer than 90 seconds in length.

After the introduction the teams will exchange mementoes/gifts and commence the final three minutes of their warm-up.

5.4 Accreditation

The National Federation should be responsible for the development, coordination and implementation of the event accreditation system. The system should provide the access to the various categories of personnel in order for them to perform their duties. However it also needs to be able to be able to restrict or carefully control access to certain areas such as the court, changing rooms, commentary positions, hospitality areas, etc.



The accreditation system is required for the following categories of the people:

- Team (team delegations)
- Officials (referees, commissioners, table officials, supervising doctor)
- Volunteers (including first aid)
- Press (written press, internet press, photographers, etc.)
- TV (Host Broadcast personnel, commentators, technicians, ENG camera crews, etc.)
- Organizations (National Federation, FIBA, etc.)
- Suppliers (signage, commercial partner staff, statistics, hostesses, etc.)
- VIPs
- Security

The accreditation system should ensure that the various accesses are controlled through color-coding, access numbers and – if possible – photographs. The codes on the accreditation cards should be clearly legible and easily readable and the specific areas of the arena should show the respective access numbers at the checkpoints.

The accreditations should be distributed to those people that have a working role during the event. It is important to note that no accreditation should allow the holder a seat in the stadium.

In general terms the various areas that acquire accreditation for access are:



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- Field of play (i.e. the court)
- Team/player service areas (changing rooms, warm-up areas, anti-doping room, massage, etc.)
- National Federation/FIBA offices
- Tribune of honour
- VIP hospitality
- Media areas
- Broadcast areas

As a general point of principle, accreditations are not transferable and must be visibly worn at all times.

The following categories of accreditation are the most common:

“All Access”

These accreditation cards with an “infinity” sign allow access to all functional areas in the arena and should be allocated to key personnel of the arena, and to some special guests such as the President and Secretary General of the National Federation/FIBA and other dignitaries. The number of these types of accreditations should be limited in order to avoid having too many people in critical areas.



“Court Access”

It allows access to the court, the team benches and scorers’ table area. This category is principally for the team delegation and referees, but also for the table officials, scouting teams, team bench service teams, floor service teams and game commissioners. The number of these types of accreditations should be limited in order to avoid having too many people on or around the court area.

“VIP”

It allows access to the VIP tribune and VIP areas. This accreditation may also give access to seats in the VIP tribune but an additional game ticket may be required.

“Media”

There should be sub-categories within this accreditation type which would be granted according to the type of media. Such categories could be:

- TV rights holder
- TV non-rights holder



- Radio Rights holder
- Radio non-rights holder
- Written press
- Photographer

The level and area of access would then depend on the category of accreditation granted. The following areas should be accessible to all media:

- Media Workroom
- Press Tribune
- Communications Centre
- Mixed Zone
- Press Conference Room.

TV and photographer bibs should be used to identify accredited photographers and camera crew personnel. All cameramen and photographers, whether in the tribune or around the court are required to wear a bib. In addition, all technicians working on the court are required to wear a bib. The bib alone should not allow access to any area in the stadium; an accreditation card should be required as well.

5.5 Ticketing

The revenue generated from the sale of the event tickets is one of the largest potential incomes for the National Federation. However it is important that the National Federation carefully researches and formulates a detailed ticket sales strategy and pricing.

The factors that determine what ticket price can be charged are:

- Demand/interest
- Stadium capacity
- Time of day
- Level and price of local competing activities

1. Demand/Interest

The more interest that there is in the Event, the greater demand there will be for tickets meaning that they can be more highly priced. The interest has to be created over a period of time with a structured promotional programme which constantly informs and educates the potential ticket buyer on subjects such as what the event is, when it is, who is competing and so on.

2. Stadium Capacity

If there are a limited number of seats available for a game and a large interest then it is possible for a higher price to be charged. However, even if there is interest in a game, this always needs to be considered in relation to the size of the venue in which the game is taking place. For example, there needs to be a much greater interest in a game in order to sell 5,000 tickets than to sell 1,000.





3. Time of Day

The National Federation needs to ensure that the times of the games are suitable and fit into the local customs. It is no use having a game at 10.00 pm if the local custom is for people to watch sport at 8.00 pm and then go home. Similarly there is no point in playing a game in the afternoon when most people are at work unless there is a tremendous demand for ticket sales from schools, etc.

4. Level and Price of Competing Activities

A potential ticket buyer will always be faced with various options on how to spend his/her time and money and it is once again important that the National Federation ensures that the general pricing is affordable and competitive with other competing activities.

Potential groups of ticket buyers are:

- Local basketball clubs
- Local schools and colleges
- Local ethnic organizations linked to the participating teams in the area
- The countries of the participating teams

5.6 Accommodation

The LOC should make preliminary contacts with hotels regarding costs. A hotel should not be eligible as an official hotel if guests are required to stay a minimum occupancy period, if the hotel does not allow the installation of Commercial Partner recognition signage and other signs and boards relating to the branding of the Event.

In addition the following are recommended:

- No guaranteed number of room nights required
- Total flexibility on bookings and cancellations
- The National Federation should ensure that sufficient rooms are reserved at each of the respective hotels
- No deposits required
- Full Fitness/Gym facilities available free of charge

1. Official Team Hotels for Team Delegations (delegations consisting of 18 people)

The Team delegations' accommodation requirements include the following aspects. The level and relevance of such facilities will depend on the level of the relevant competition:

- All teams at a venue should be accommodated in the same hotel.
- The travel time between the Team Delegations' hotel and the competition and training venues should not be more than 20 minutes.
- The officials in the Team delegations should be accommodated with the players however they should be allotted single rooms.
- Each Team delegation should be allocated a total of six (6) double rooms and five (5) single rooms, to be used at their discretion in order to accommodate 17 persons (12 players and 5 offi-



cials). In addition to these rooms, a single room should be provided to the (local) team liaison that will assist the team during the competition.

- The players should have double rooms (2 players per double room). The separated beds must have firm mattresses and solid frames and be a minimum of 2.10 meters in length.
- A separate room should be set aside, free of charge, for each team for medical treatment.
- Each team should be given, free of charge, another room in which to store equipment.
- Each hotel, in each venue should have at least one sufficiently large meeting room (capacity: approx. 20 people) available, free of charge, for the teams' use. The room should be equipped with a video recorder and television set.
- A full laundry service should be provided (during nights and weekends as well). Laundry service applies to the match uniforms and clothes used for training by the participating teams (including players and delegates). Laundry expenses are to be borne by the teams.

2. Hotel for Officials, Commissioners and Referees

The officials', commissioners' and referees' accommodation should be situated in an appropriate area so as to facilitate leisure and fitness activities. The officials, commissioners and referees should each be allocated single rooms.

The travel time between the hotel and the competition venue should not be more than 20 minutes.

A full laundry service should be provided (during nights and weekends as well). Laundry service applies to the match outfits and clothes used for training by the commissioners and referees. Laundry expenses are to be borne by the individuals concerned.

3. Media Hotels

Adequate hotel room capacity should be made available for the accredited Media. The National Federation should identify a selection of suitable hotels in different price categories in all venue cities and ensure preferential rates.

The travel time between the Media hotels and the competition and training venues should not be more than 30 minutes.

4. Food and Beverage

Meals

Quality meals, in sufficient quantities, should be prepared and guaranteed for the tournament participants (Commissioners, referees, players and team officials). Based on the Match and training schedules of the teams in question: breakfast, lunch, dinner and a snack prior to each game should be provided. Menus should be designed to be nutritious as well as tasty and should be served "buffet style."

Contents should include:

Breakfast

Cereals, bread, yoghurt, honey, fruit and fruit juices, marmalade, jam, eggs, skim milk, coffee, tea.

Lunch and Dinner



Pasta, potatoes, vegetables, salads, rice, fruits, white meats, cheese, soft drinks, fruit and fruit juices.

The timing of meals should be flexible and coordinated with each Team representative to ensure that the players eat at the correct time in relation to their training and games. It should be noted that some evening meals may be required late at night after the last match and hotel catering must be aware of this.

Emphasis should be placed on providing food that is suitable for basketball players and which also takes national eating customs into account.

Drinks

A sufficient supply of mineral water (one litre per person), soft drinks and coffee and/or tea should be made available for the participants (Commissioners, referees, players and team officials) at meals.

5. National Federation offices

In case of a high level international competition the National Federation should have its main office in the Official Hotel which will be situated in the city where the Event Final Phase will be held. The hotel must be easily accessible from the airport, stadium and other key places involved with the Event.

5.7 Transportation

1. Team Delegations

The National Federation should be responsible for the organization of the local transportation for each Team Delegation participating at the event from the date of their arrival (until the day of their departure).

The National Federation should assign one specific bus with driver (minimum capacity of 30 seats) to each Team Delegation.

Team Delegation transportation includes, but is not limited to:

- Pick-up at place of arrival (e.g. train station, airport) and transfer to the hotel. It is advisable to organize carriers at the airport for the transportation of the Teams' luggage.
- Transfer to and from the hotel to the practice venue.
- Transfer to and from the hotel to the venue for games (arrival at the competition venue at least one hour before tip-off).
- If applicable, transfer between the various Event venues (by bus if the driving time is less than four hours; otherwise by plane).
- Transfer to the airport for departure.

2. Officials

The National Federation should provide transportation for all officials from the date of their arrival until the day of their departure.

Transportation of officials includes:



- pick-up at arrival place (e.g. station, airport) and transfer to the hotel
- transfer to and from the hotel to the venue for games (arrival at the competition venue one hour before tip-off)
- transfer between the various organizing cities of the Event (by bus if the driving time is less than four hours; otherwise by plane)
- transfer to airport for departure

3. VIPs/Commercial Partners

The National Federation may provide transportation (shuttle bus service) for designated guests and Commercial Partners:

- Pick up from the airport on arrival
- Transfer to and from the hotel and the venue
- Transfer between the various organizing cities
- Transportation to the airport for departure

4. Media

The National Federation may provide transportation (shuttle bus service) for the accredited Media:

- Pick up from the airport on arrival
- Transfer to and from the hotel and the venue
- Transportation to the airport for departure

During high level international competitions the Media representatives are responsible for the organization of their transportation between the various organizing cities. The National Federation should provide information to the Media on the various possibilities, with recommendations.

5.8 Safety and Security

The National Federation is responsible for all security related issues.

The on-duty personnel should be contactable at all times by mobile phone, walkie-talkie or pager.

The responsibility for each area of security should be clearly defined and assigned according to the required level of expertise (e.g. VIP hospitality areas –> volunteer security; entry gates –> private security; public riots –> local authorities, etc.)

All personnel involved in the Event should be informed of the Security Plan and how to react in the case of an emergency.

Security information for spectators can be printed on the reverse side of all of the tickets. In the case of an emergency, communication with the spectators should be through the arena's audio system and video screens (messages to be prepared in advance).

1. Arena Safety Standards Compliance

The National Federation should ensure that all of the arenas to be used for the competition are fully compliant with all safety and security standard requirements.



In addition, all event specific constructions such as those listed below must fully fulfill all of the relevant safety standard requirements.

- Temporary/removable tribunes
- Press Centre
- Podiums
- Press Conference Rooms
- TV equipment such as platforms, cranes, rails etc.
- Additional lighting such as photographer's strobe lights
- Cabling
- Advertising signage

2. Security Plan Review with Local Authorities

The National Federation should inform the relevant local authorities of all of the relevant information related to the Event (dates, participating teams, venues, hotels, etc.) and should specify their requirements (hotel protection/security, transportation escorts, arena attendance, etc.).

3. Access Rule Definition

The access rules determine who accesses which area and in which way. The access rules should be drawn on a map of the arena with color codes.

It should include all of the functions and categories included in the Event Accreditation System.

In addition to the map, a document should describe in words how each category of person will access each area and circulate between them.

4. Professional Security and Volunteer Assignment

The number of security personnel should be defined in accordance with the Security Plan and the access rules.

The assignment ratio between professional security personnel and volunteers should be dictated by the specific security category and its needs. A detailed briefing to explain the Accreditation System, access rules and Security Plan, should be undertaken with all security personnel no later than 24 hours before the first game of the Event. Such briefings may be repeated during the Event should new access rules or changes in the access regulations be required.

5. Crisis Scenario Review

Depending on the level of the competition, a detailed Crisis Management Plan should be developed by the National Federation in co-operation with the local authorities. The two main considerations for the Crisis Management Plan should be:

- Optimum preparation of all security personnel, first aid and medical staff in the arena as well as all local and regional security and medical authorities through a detailed action plan covering all emergency situations in and around the arena.
- A clear internal and external communication policy in the case of emergency or negative aspects in the Event organization or other incidents which may reflect badly on the image of the Event.



A few examples of crisis scenarios related to, or independent of, the Event are:

- Riot between two sets of rival spectators
- Bomb threat or bomb explosion
- Fire alarm or fire breakout
- Court invasion by the spectators
- Power cut in the arena
- Spectators riot in the Event city
- Earthquake, flooding, snowstorm or other natural catastrophes
- War
- Data systems breakdown resulting in wrong or late information communication to the media
- Poor spectator ticket sales and attendance (financial and economical impact on the National Federation)
- Entry visa denials for officials, players, coaches or team delegation members
- Malfunction of game equipment

6. Entrance Security Checks

In addition to those items typically prohibited at public venues, the following items should be forbidden at the event:

- Fireworks
- Flag poles longer than 1 meter

7. In Arena Product Sales

The National Federation should ensure that any beverages, food products or other products sold within the stadium cannot be used as dangerous projectiles by spectators.

8. First Aid Venue Set-Up

The venue should include a first aid room and the National Federation should ensure that the appropriate medical staff are on-site at the venue and that they have the appropriate equipment (e.g. life-saving equipment as well as stretchers and gurneys).

An ambulance, complete with qualified personnel, should be stationed at an entrance as close to the playing court and training areas as possible and should be available during all training sessions and games.



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4.6 EVENT MARKETING



WHY YOU SHOULD READ THIS CHAPTER?

Administration is Key to Commercially Successful Events

The event management section should have given you an idea of what it takes to put on a hassle free event for the organizer, the athletes and the spectators. It is now time to take a look at how to combine this event management with marketing initiatives.

Any marketing efforts around an event will be ruined if the administrative part of it is not flawless.

What you are selling is not simple rotating board signage or package A, B or C. What you are selling to your partners is the whole game day experience: the quality of the game, the flawless logistics, the undisturbed attention of the spectators, and the satisfaction of the TV viewers.

In other words, the marketing of your event is only as good as the administration that is behind it. Now, let's sell!



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1. General Principles

As a general principle, at any Event, the number of sponsorship packages reflects the availability of rotating board signage around the basketball court, but is not necessarily limited to that (in case there are no rotating boards, fixed boards are more than useful). As such, the rotating boards should be divided in three categories (A, B, C) depending on their position and value.

2. Marketing Rights

The following represents a list of rights which can be exclusively exploited or coordinated by the NF in connection with an Event:

2.1 On-site Advertising

The exclusive right to use any kind of advertising media for any products and/or services at the Event venues. Such advertising rights shall include the right of the NF to erect signage inside the venues as well as exterior signage on the outside of the venues, on the venue scoreboards, etc.

2.2 On-site Franchising, Sampling and Display

The NF has the exclusive right to grant to the Partners the exclusive opportunity for them to sell, distribute and/or sample their products and/or services in all areas at the venues (i.e. public, media/press and in the hospitality areas).

In the case of categories such as water, soft drinks, fruit juices, beer, wines, sparkling wines and spirits, "franchising rights" also includes exclusive "pouring" rights at the venues.

2.3 Use of Logo

The exclusive right to sanction the use of the Event Logo by the Partners. This right shall extend to all commercial purposes, including the use of items such as the official film, music, commemorative coins (not being legal tender), medals, stamps, videos, CD-ROMs/software and publications of the Event.

2.4 Use of Designations

The exclusive right to the use of the designation "official" or any such designation in relation to the Event,. None of the teams participating in the Event shall have the right to use the word "official" in any commercial terms.

Such "official designation" shall relate to companies and their products that may be part of the technical equipment required and used.

2.5 Print Material

The exclusive right to develop, market and advertise on all official, conventional and electronic printed material produced exclusively with respect to the Event. Such matter includes, but is not limited to, tickets, posters, guides, programmes, bulletins, calendars, books, booklets and magazines, etc.

The advertising within such publications or items will be subject to the available space, but there shall be at least one full page of colour advertising space or recognition for each of the Partners on/in all print materials issued or distributed by the NF in relation to the Event in an order provided by the NF. Commercial content will be strictly controlled by NF.



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Official Programme

Each of the Partners have the right to place one (1) page colour advertisement free of charge in the Official Event Programme in an order provided by NF. The NF shall inform the Partners of the technical print specifications and deadlines for the programme.

The inside front cover page and the inside and outside back cover page shall be reserved exclusively for the NF Partners. The NF Partners' advertisements shall, in every case, be placed so as not to face other advertisements and shall be placed on a right hand page of the programme.



Poster

The Partners' logos shall appear on the poster and the space set aside for this identification shall not be less than 15% or more than 20% of the entire space of the poster. The poster shall contain no other commercial advertising other than that of the Partners.

Tickets

Identification for the Partners should be placed either at the bottom of the front of the tickets, in one line, or on the reverse side of the tickets. If the identification is on the reverse side then the available space for the Partners' logos may be larger and therefore their display may not necessarily be on one line.

The Partners shall receive tickets from the NF allocation. If the Partners have additional needs, they shall have the right to purchase further tickets at a special price by a given deadline set by the NF. All tickets must allow access to the hospitality area.

Accreditations

Identification for the Partners should be placed either at the bottom of the front of the Accreditation Cards, in one line, or on the reverse side of the Accreditation Cards. If the identification is on the reverse side then the available space for the Partners' logos may be larger and therefore their display may not necessarily be on one line.

2.6 Official Press Releases

All official Event Press Releases and other Event related media information, issued by the NF shall display identification of each of the Partners.

2.7 Official Event Music and Song

The exclusive right to the commercial exploitation and licensing of any music or songs for the Event.

2.8 Television Graphics

The exclusive right to use television graphics for advertising purposes.



2.9 Electronic/Video Scoreboards

The exclusive right to include free of charge advertising for the Partners on any electronic/video scoreboards at the venues subject to availability and the applicable broadcasting regulations.

2.10 Venue Hospitality

The exclusive right to receive free of charge, a suitable area for the hospitality requirements of the Partners.

2.11 VIP Seating and Events

The number of seats required in the Tribune of Honour and their distribution will be determined by the NF. A Tribune of Honour must be set up by the NF and designated in each of the venues used for the event. This Tribune may take different forms and should be an area for very select guests, dignitaries and Partners. The concept could be to use the venue suites for the Tribune or to prepare a special block of top quality "luxury" seating. The Tribune of Honour shall be situated behind the scorers' table with easy access to the respective hospitality area.

Hospitality Areas

The VIP Hospitality Area or Areas must be organized by the NF and should be situated close to the VIP seats. The Hospitality Areas shall be suitable for the NF VIP guests.

The NF shall provide a hospitality service (i.e. food and beverages) for the event. The Hospitality Areas should be open one hour before the start of the first game and should close one hour after the end of the last game of the day. The VIPs (i.e. selected members of the NF Family and Partners) have the right to be provided, free of charge, with a suitable area for their hospitality requirements.

VVIP Hospitality Area

The NF may have a smaller hospitality room that would be suitable for hosting a number of VVIP guests to be defined. The NF has the exclusive right to receive, free of charge, a suitable area for the hospitality requirements of the Partners.

Social Events

The NF should organize social events during the Event. All of the NF Partners shall receive invitations to these official functions.

Awards Procedures

The exclusive right to give the Partners the opportunity to participate in the awards procedures at the Event and to present special awards.

Special Events

The exclusive right to permit the Partners to organize special events during the Event.

2.12 Use of Products

The NF shall use products provided as a value in kind consideration by the Partners during the Event to the exclusion of any other products of the same kind.



2.13 Post Event Reports

The NF shall produce a post event report to assess the return on investment for all Partners. An official NF photographer with “All-Access” accreditation will take all of the necessary photographs for the report. All data concerning the local press clippings or other useful information should be in the report.

2.14 NF Accreditation Lanyards

NFs shall provide, a certain quantity of accreditation lanyards (string). These lanyards must be used for all accreditation (Volunteers, VIPs, Media, LOC, etc.).

3. Category Deadlines and Coordination Meetings

In general it is important to know the location of an Event well in advance. Once location of the event is known, the NF will hold regular meetings regarding all marketing aspect, sponsors status, promotion, etc. The categories of NF Partners have exclusivity.

4. Brand Exposure on Site

4.1 Clean Stadium

The stadium/venue and the area outside the stadium related to the event (e.g. parking areas adjacent to stadium, practice halls, social function sites, etc.) should be clean of any advertising at least seven (7) working days before the start of the competition. All existing advertising must be covered and/or taken down for the duration of the Event. Second tier advertising is not permitted.

All commercial rights within the venue for the duration of the event are reserved by the NF and for the Event Partners. Such rights also include the right of the Partners exclusively to sell their products/merchandise and for them to receive complimentary (i.e. free of charge) catering in the VIP rooms.

4.2 Courtside Signage

There will be rotating signage at each end of all courts used for the event and along the sideline opposite the Scorers’ Table and team benches. The 32m long continuous line of modules shall be in the full TV angle opposite the team benches.

In cases where a rotating system is unavailable, a fixed signage system consisting of 24 boards will be put in place. The order of appearance of the Partners will be determined by the NF.

During the Event, the NF should have a storage room for all its equipment.

4.3 Signage at the Scorers’ Table

There shall be fixed signage in front of the Scorers’ Table at which all of the table officials will be seated.

The length of the Scorers’ Table shall be approved by the NF and shall incorporate fixed signage displaying the Event name/emblem and identification for each of the Partners.

4.4 Event Substitute Chairs/Cubes

Four Event substitute chairs or cubes (50cm x 50cm x 50cm in dimension) will be positioned court-side by NF beside the Scorers’ Table. Two Event chairs/cubes will be positioned on each side.



4.5 Team Benches

The NF should have “seat back covers” that will be placed on all chairs that make up the team seating at all games.

4.6 Tribune of Honour

The NF should have “seat back covers” that will be placed on all chairs that make up the Tribune of Honour seats.

4.7 Centre Circle/Playing Court/Floor Stickers Design

The NF has the sole right to determine what is placed on any part of the playing court (e.g. in the centre circle, three second areas, on the court border, etc.) during the Event.

The outer boundary lines on each court should be of the same color, in order to create a uniform look for the event.

At major NF events, the name of the city, the Event web site, or the Event name may appear in the outer boundary lines.

4.8 Backboard and Basket Rim Stickers

The NF shall place stickers (Partners, Event Logo, NF Logo etc.) on the backboards and the basket brackets.

4.9 Interview Backdrop

The press conference room must have a minimum room height of at least three meters, where the interview backdrop (at least 5 meters long) should be placed. The interview table must be a minimum of five meters long.

4.10 Mixed Zone Signage

The mixed zone is the area in which the media can meet and interview the players and coaches. The area shall be located between the court and the changing rooms. Interview backdrops, both static and mobile, will be positioned at the back of the mixed zone, with at least two meters distance in front of the interview backdrops so that television cameras can be positioned correctly.

Television interviews are allowed only in front of the interview backdrops. If any television personnel do not follow these regulations then the NF reserves the right to confiscate their accreditation.

4.11 Composite Signage Towers

In addition to the courtside signage there will be a range of additional signage displayed at the various Event venues and official Event hotel(s). The number of towers will be defined by the NF depending on the number of Event venues, the layout of the venues, and the number of official Event hotels. Additional composite signage displaying the Partners might also be placed in the main stadium entrance.

4.12 Sales/Display Stands

The Partners might have the contractual right to exclusively sell or display their products in the public area of the venues during the Event. The space required for such sales (at least 15 square meters) and display stands shall be provided free of charge by the NF.



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The Partners are entitled to have a display stand also in the VIP Hospitality Area and/or press working room of the venue. The NF shall provide, a sufficient surface for each of the Partners.

4.13 Video–Screen (in case the arena is equipped with)

All of the Partners have the right to receive, free of charge, a thirty-second advertisement that is shown before and after each game and at half-time on the video wall inside the stadium.

5. Licensing and Merchandising

5.1 Intellectual Property Rights

The NF has the exclusive ownership of the following properties:

- Event logo and name
- Event mascot and name
- Image of the Event and Event name
- Image of the Event Trophy
- Game fixture products
- All Television footage from any games of the Event produced by the Host
- Broadcaster
- Video footage of the Event for commercial purposes
- Any data related to the Event

None of the above mentioned can be used without the prior written approval or agreement of the NF since unauthorized use may cause damage to the Official Event Licensing and Merchandising Programme implemented by the NF.

5.2 The Event Licensing Programme

The NF shall have the exclusive right to develop and introduce an Event Licensing Programme that includes the NF rights to commercially exploit the Event logo and mascot in connection with the following:

- Licensed merchandise, including services
- Electronic commerce (the NF Store on the NF website and on Event website)
- Development of new products and services

The NF shall have shelf space for such licensed merchandise and services at the Event venues.

The official Event Licensing Programme will benefit and extend the brand image and develop the spirit of the Event.

The NF's licensing strategy is to concentrate on a limited number of product categories that will promote both the Event and the Event's intellectual property rights.

5.3 Merchandising

All rights related to the commercial use of the Event logo (merchandising, licensing etc.) belong to the NF. All Event merchandise must have the Event logo integrated into the product and NF shall enter into all merchandise agreements.



5.4 Stadium Retailing

The NF has the licensing and merchandising concession rights in all of the Event venues.

5.5 In-Arena Promotions

Any promotions and/or entertainment in the stadium, whether of a commercial or non-commercial nature, before, during and after any of the Event games, on or around the court must be approved by the NF.



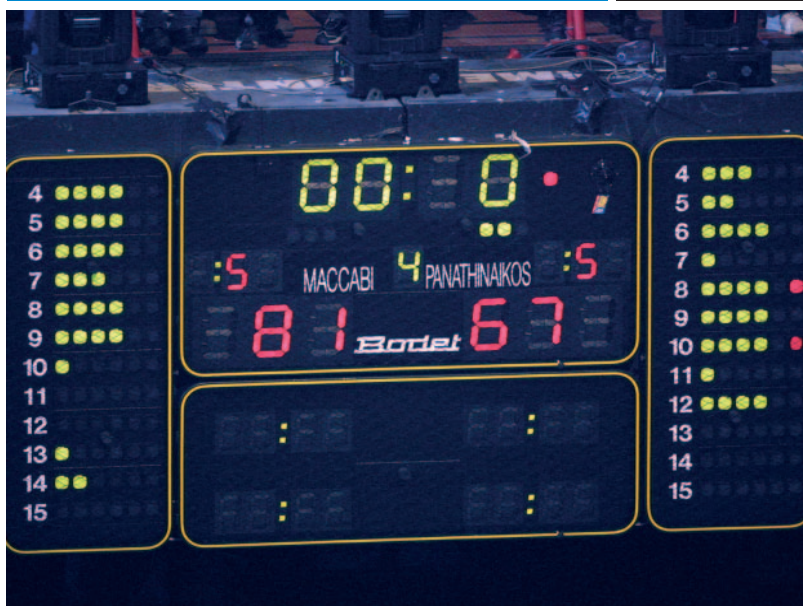
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4.7 BETTING



WHY YOU SHOULD READ THIS CHAPTER?

Understanding Betting Before Handling it (or not!)

Betting is one of the oldest activities revolving around sport. For centuries sport has been the source of all sorts of gambling both to the great benefit and loss of gamblers around the globe.

Betting, which was historically associated with horse or dog racing, has now entered a new era. The developments of new media technologies, like internet and mobile devices, have created new modern betting platforms.

These changes have created a new challenge: should sport organizations attempt to control betting, and maybe even get a share of revenues, or should they continue to turn a blind eye?

This chapter does not answer this question simply because betting laws and regulations differ so much around the world - they depend on the National Government regulations - that one simple solution could not please everyone.

There are as many differing opinions on the role of sport organizations in controlling gambling as there are people involved in the decision process. But one thing is for sure: we as basketball organizations need to be aware that betting exists and that millions are being "traded" every day around our sport.

Careful consideration should be given before deciding to get involved in the control of betting in your country. Ethical principles should be at the center of all discussions and decisions. Transparency and clear communication of your actions and involvement are key to protecting the image of your national federation as well as the image of basketball around the world.

This chapter will help us to understand the phenomenon and the terminology so that we can at least make decisions that are right for us, and right for basketball.



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1. Introduction

Betting continues to grow rapidly in popularity and the issue of betting is now a subject that is relevant to basketball. In most countries betting has become an occupation that is in demand from the public and sports betting is now a global industry which generates an estimated US\$ 60 billion per year. A large portion of this figure is illegal insofar as the sports content is used without the permission of the relevant "rights holders" and without payment to the rights holders. Sport is an ideal product for the betting industry as it has an uncertain outcome, gets wide media and live TV exposure and this is especially the case when it can be used by the betting industry free of any charges or fees.

2. Online Betting

In the last five years there have been considerable developments in online technology and the TV infrastructure that have resulted in the creation of a very vibrant betting market whether it takes place over the internet, telephone or through the traditional betting outlets. The main reason for this rapid development is the increasing availability of live visual information via interactive TV. In addition with broadcasters in many countries also streaming video content to internet households through broadband technology it is now possible to watch and bet through the interactive services.

Betting has proved to be a very successful product that is perfect content for the internet. As a result of this all of the major bookmakers have established websites in those countries where it is legally allowed and they are making handsome profits. In addition a new form of betting provider in the form of the betting exchange has emerged which is proving very attractive and competitive to users as it allows them to bet in real time while the relevant event is in progress.

Online sports betting is growing rapidly and industry analysts estimate that the total online gaming industry is currently worth approximately US\$ 5 billion and that it will continue to grow rapidly to reach US\$ 20 billion in 2010. Further growth is imminent due to the global development of broadband technology which will further promote the distribution of interactive services such as gaming together with web casting and its parallel sports betting services. The same will apply for the growing development of interactive digital TV. This scenario has already led to betting through specific horseracing TV channels in the UK. The current national laws allow for such a concept and has attracted investment into the betting sector. The internet brings betting to a new audience that was previously not involved in horseracing or other forms of sports betting.

Cross border betting is remote betting that takes place when the bettor and betting operator are not located in the same country. This form of betting leads to increased concerns as it involves different legal systems and the control of such operations requires international cooperation between the enforcement authorities.

Many betting operators are based in countries with "soft" laws (countries where the national laws do not prohibit or enforce such betting operations); with little control and in many cases most transactions are simply illegal in the country where the actual transaction takes place (i.e. the bettor's country of residence). Unfortunately online betting operators in most cases violate the laws. In most cases betting operators offer bets to residents of countries without having a license for that country by establishing themselves in "soft" countries.



For the sports authority concerned, internet betting means that suspicious betting is much more difficult to identify as it allows betting operators that are based in “soft” countries where there is unlikely to be any active monitoring of any suspicious betting behavior. Audit trails will not deter any persons involved in unlawful activities and even if or when suspicious betting behavior is identified the amounts are often considered too small to convince foreign enforcement authorities to take action. Enforcement authorities in such “soft” countries are unlikely to cooperate with strict controls and prosecution due to their national interests and lack of enforcement infrastructure.

3. Legal Issues

Some National Sports Federations are now faced with the situation where their Governments have taken a commercial decision on betting without there being a policy in place by the relevant National Federation. From a development aspect, it could be disastrous for the development of basketball when its integrity is questioned through match-fixing. There are more and more basketball games offered for betting and it is becoming increasingly difficult for the National Federations to be sure that there is no match-fixing or that none of the players, coaches or referees are involved in any wrongdoing. This threat of match-fixing exists and will grow.

Betting is subject to the relevant national laws and is considered by every society as a sensitive issue. Therefore the general approach that governments take is to forbid the activity but to allow exceptions to avoid the move into illegal and thus uncontrolled gambling activities. The concerns of each society basically relate to public order, the fight against crime and money laundering and the protection of the consumers. Each country has developed its own policies and systems to deal with betting and most of them do not take into account the issue of cross border activity apart from forbidding such activity.

The definition and enforcement of the gambling laws are the responsibility and relate to the integrity of the national jurisdiction and the policy of sports bodies should respect this fundamental principle. It is up to the integrity of the governments to define betting laws and polices and sports bodies and betting operators alike should respect these. International sporting rules that aim to preserve the integrity of the sport may exist, but can obviously never go against national laws. Sport bodies have to emphasize the issue of jurisdiction and to stand up against unauthorized betting, as this will, in the long term, benefit sport.

Inappropriate betting is not currently a major problem in sport, but it is important to take advantage of enhanced monitoring of the betting markets in order to prevent and discourage any persons considering illegal wrongdoings.

If National federations were able to have agreements with the leading betting agencies the it would allow the National Federation to access a greater level of information than they have previously been able to obtain from the betting industry. Specifically the National Federation would be able to request information which will identify individuals behind any suspicious betting activity.

The betting industry and the National Federation must work closely together and exchange information as this will be the best way to ensure that the relevant sport is kept free of criminal activities.



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4. Data Protection

Another issue for the various sports bodies is that their content is widely used by the betting industry without payment. Some sports are starting to gain revenues through licensing the use of their data. For example a part of the horseracing structure is funded by the betting industry via fees for the use of data.

The music industry is a good example of the difficulties that rights holders are facing in the enforcement of their intellectual property rights when related to the internet. At this stage any claim by a sporting body regarding the abuse of their intellectual property rights is difficult to enforce in an uncontrolled global internet environment. However each National Federation, by working on legalizing its "basketball product" with betting companies and National Authorities may be able to use and develop its "database" to obtain substantial revenues for the Federation.

The term "database" refers to any collection of works, data or other materials that are separable from one another without the value of their contents being affected and such collection should include a method or system of retrieval. For example, a fixture list for a basketball league is within this definition. Database right protection requires suitable "investment." For example there needs to be an investment made in the verification or obtainment of "existing data" in order to qualify for database right protection. An investment made in the creation of data (such as lists of players with statistics or basketball fixture lists) may qualify for database right protection.

5. Keep in Mind

Each National Federation should open for discussion and review with its relevant Government all of the issues related to the subject of betting on basketball. By doing this it will be able to better control the activities and know that such activities are within the relevant national legal system and are done with the support and agreement of the National Authorities.

In order to be in a position to effectively respond to this serious problem, all of the concerned parties need to meet, cooperate and establish conferences, special events and forums to discuss, understand, develop and provide the necessary actions required to move forward and to channel those issues related to betting. Sporting bodies should be proactive and always endeavor to ensure the fairness and integrity of its sports within the existence of legal and illegal betting activities.

4

PROMOTING



FIBA

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