

# FROM WINNING TO WINNING

A bumpy fun and fast ride towards a life in balance





**Chapter 1: The most important thing is not to participate, but to win everything**



Fifty  
Shades  
of Grey

# Skismøring danker ut erotikk

E-boken «God gli» selger så det suser. Den har inntatt toppen av iTunes sin liste over mest kjøpte nedlastbare e-bøker i Norge i desember.



Unique Interest and Enthusiasm

# SVERIGES MEST SPELADE LÅTAR DENNA VECKAN

- | # | Låt                 |
|---|---------------------|
| 1 | Norges nationalsång |
| 2 | Firestone           |
| 3 | Love Me Like You Do |
| 4 | Cheerleader         |
| 5 | Take Me To Church   |

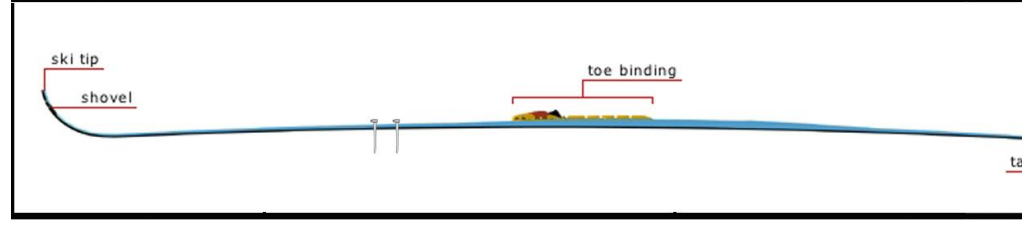
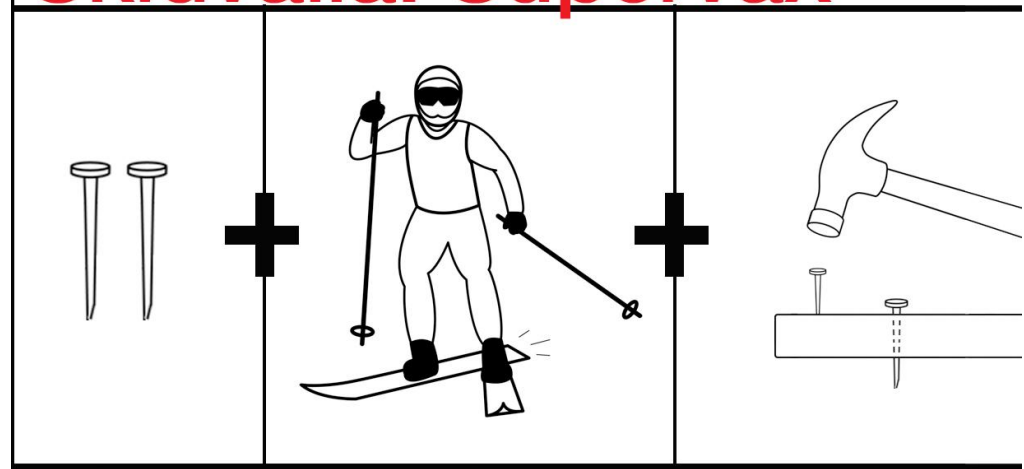
# Rivalry with the Swedes



sochi  
2014

Må ej visas nordgrabbar

## Skidvalla. Supervax



# The Office



Entertainment Lounge:  
When work becomes too  
demanding or boring

Outdoor Spa: For  
Service team and family.  
Family first!

Sleeping Section: A  
good night rest is critical  
to look great on camera!

Bar: In victory you  
deserve it, in defeat you  
need it! CHEERS!

Wax: High tech products  
provided by intelligent  
sponsor!



# Demands



GARANTERT GULLLETT - Johannes Hestor Kjøbo (21) er den største gulltrosser i langrenn i Pyeongchang-OL, på konto i den første OL-økt.

## Eksperter spår tidenes gullfangst i OL: Norge tar 21 gull i Pyeongchang

Norge kommer til å ta over 50 medaljer i OL, skal vi tro NRKs eksperter. De spår et fantastisk OL sett med norske øyne.



Viljam Brodahl  
Journalist



Henrik Brattli Vold  
@hevoid  
Journalist

Publisert 8. feb. kl. 23:22



Så mange OL-medaljer tar Norge – i beste fall

REKORD: Skal man følge ekspertenes spådom blir det norsk medaljerekord under OL i Pyeongchang.  
FOTO: NTB SCANPIX

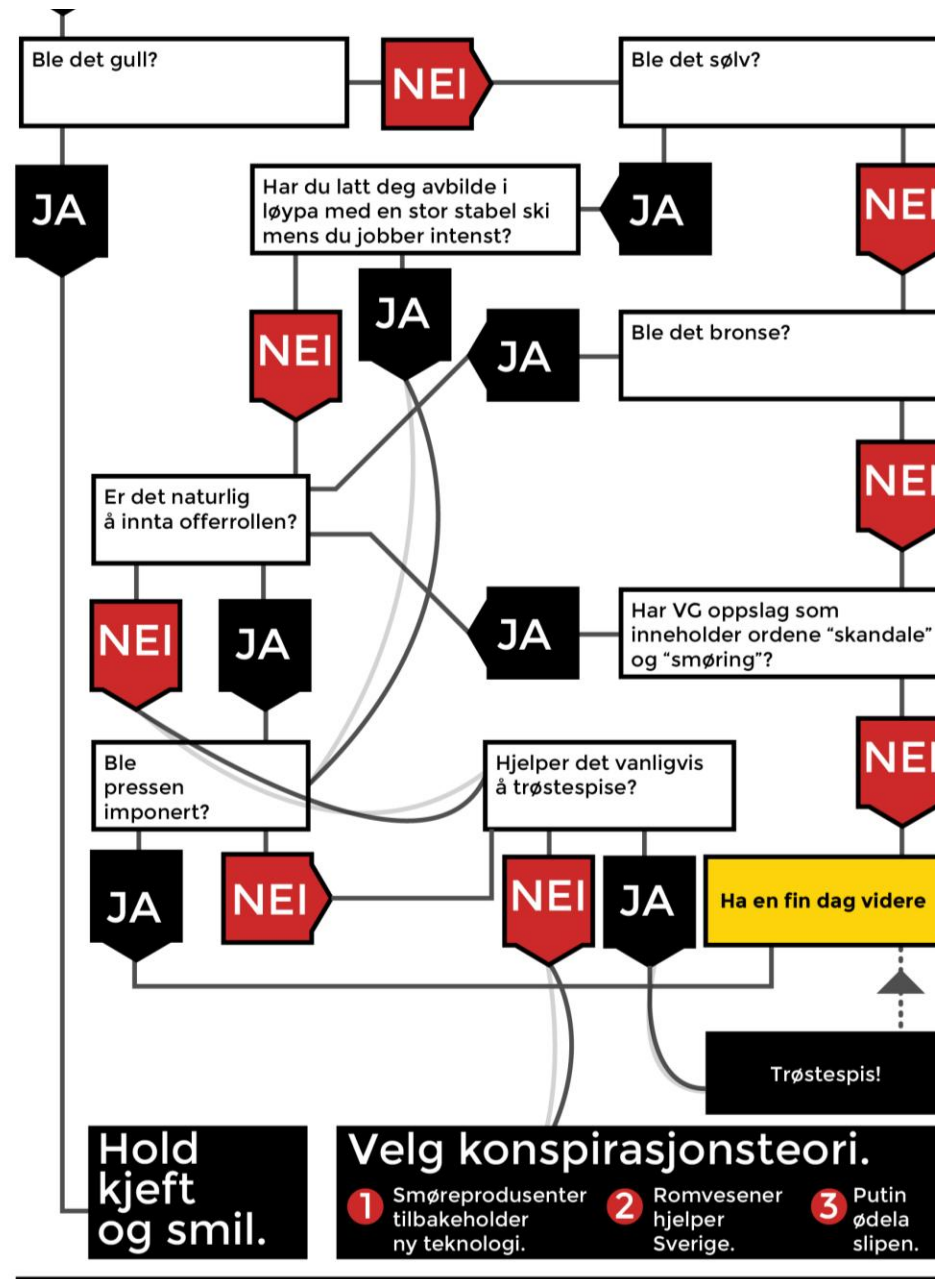
# Rules of Engagement The Magic Formula

Equation 1

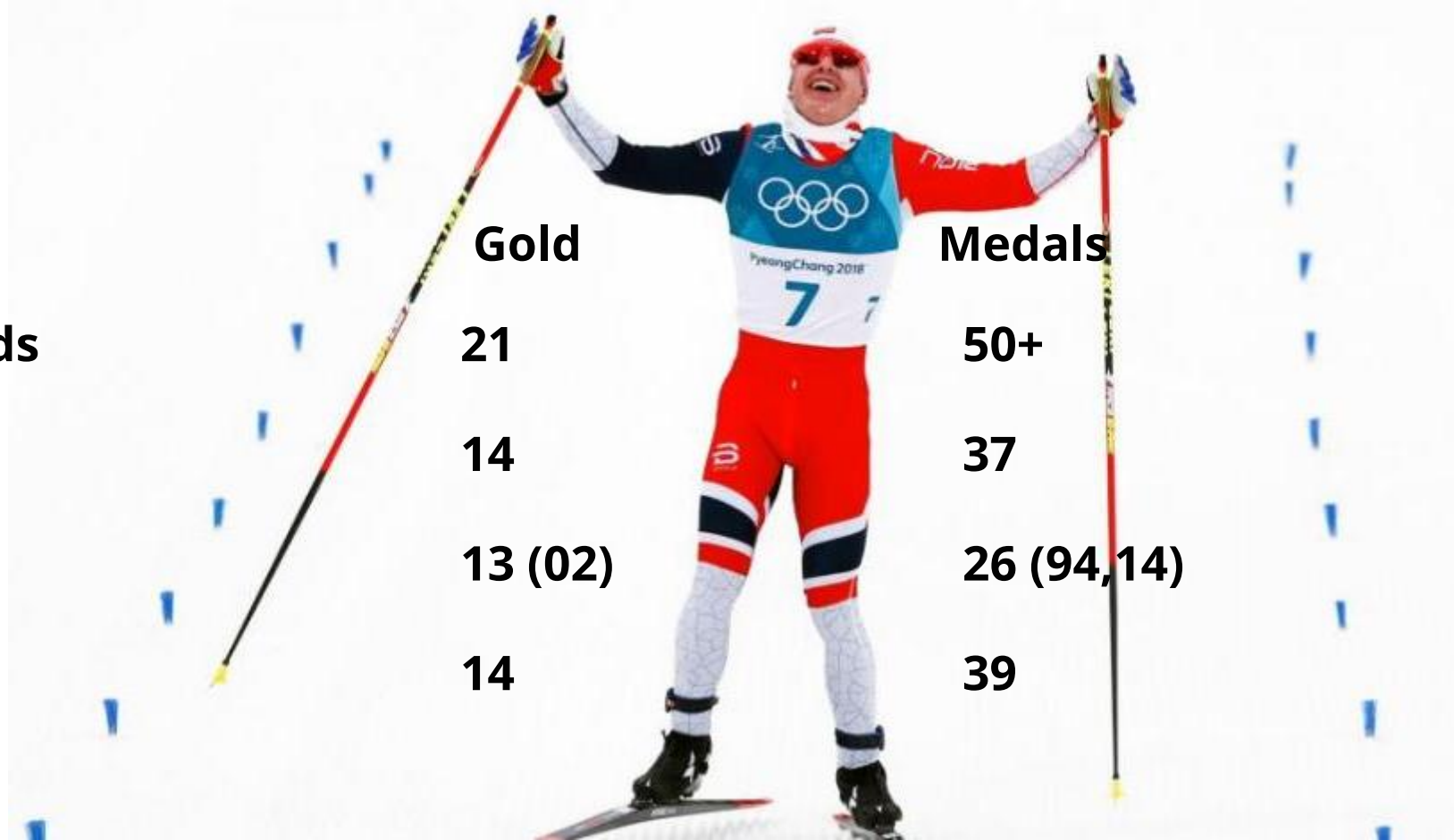
$$\begin{array}{l}
 \text{Great Shape} \\
 + \text{ Great Strategy} \\
 + \text{ Perfect Technique} \\
 \hline
 = \text{ Gold = Expected Result}
 \end{array}$$

Equation 2

$$\begin{array}{l}
 \text{Great Shape} \\
 + \text{ Great Strategy} \\
 + \text{ Perfect Technique} \\
 + \text{ Bad Skis/Service Team} \\
 \hline
 = < \text{ Gold = Find a new job}
 \end{array}$$



# What is the problem?



«Experts» Demands

Olympic Record

Norwegian Record

Olympics 2018

New Norwegian Record

Underperformed

Gold

21

14

13 (02)

14

+1

-7

Medals

50+

37

26 (94,14)

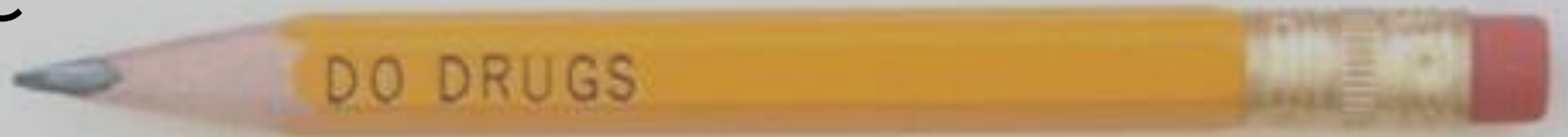
39

+13

-11



## Media – A blessing and a curse



"If I just continue  
writing about it, it  
will in the end be  
true."

Journalist X





# What happens when we fail? Vancouver 2010



Co-operation is not a lack of conflicts, but a way to deal with, and solve them.



# What happens when we fail? Sochi 2014



Det store krisemøtet

**VG sporten**

OL 2014

OL FORSIDEN PROGRAM DIREKTE

Truls Døhli kommenterer:

## Fiaskoen som krever et svar



Det ble en submedial for det norske hestesjett på stasjonen. Med sløtpe skilødd det bare til berednings, mens svenske stakk av med et rikt stafettlag. FOTO: Richard Baum

**VG sporten**

OL 2014

OL FORSIDEN PROGRAM DIREKTE MEDALJER

## Smøreteamet fortsatt i villrede etter krisemøte

\* Nystad: - Selvfølgelig skjønner jeg at løpere har mistillit



**VG sporten**

## Ny norsk smørebom: - Var som å gå på lim

Sverige tok gull, mens Norge igjen havnet utenfor pallen.

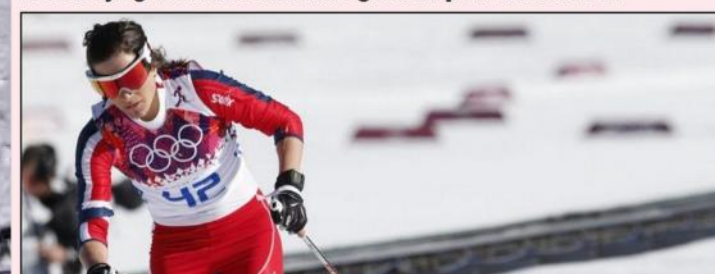
**VG sporten**

OL 2014

OL FORSIDEN PROGRAM DIREKTE MEDALJER

## Innrømmer smørebom på tre av fire norske løpere

...mens Bjørgen hevder hun hadde gode ski på 10 kilometeren



# Sochi 2014 continued



HEKTISK AKTIVITET: Smøresjef Knut Nystad samlet troppene til kollektiv ski- og smøreløsting rett etter en mistykkede kvinnestafetten i dag.  
Foto: Thomas Rasmus Skaug / Dagbladet

**- Et alternativ er å ta oss med ut bak et skur og skyte oss**

Smøresjefen beklager totalbommen.



JOHN RASMUSSEN  
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I RUS SLAND



THOMAS RASMUS SKAUG  
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Evaluate - Learn - Plan - Execute  
Internal support – Work hard and dedicated!



**«Portrettert som den mest forhatte gruppa i Norge»**

Men TV 2-Davy mener Nystad ikke har grunn til å klage. [Les mer](#)



How to get ahead in a world of small margins

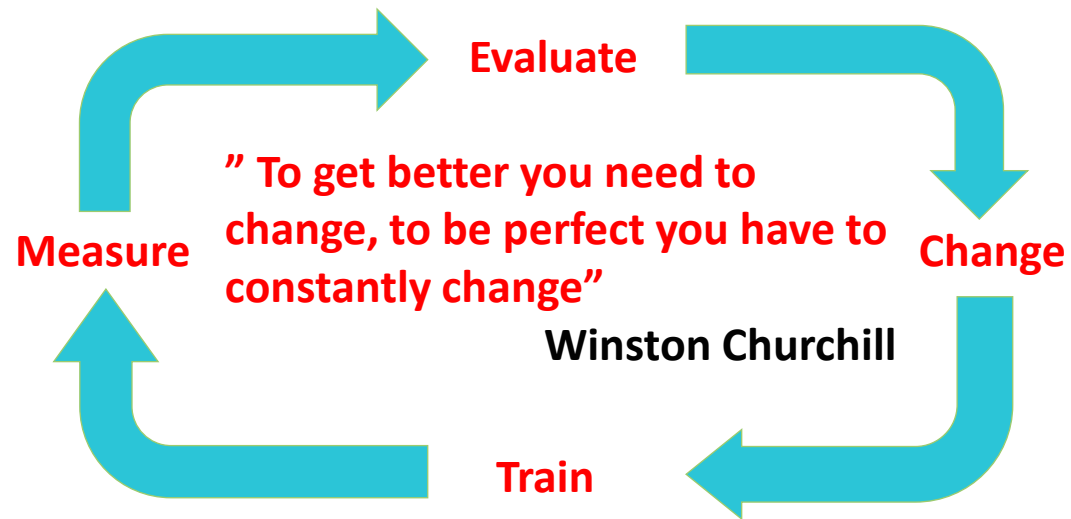


1	4	2:26.81
2	17	2:26.84
3	7	2:26.87






# Why is innovation important?

To become better – or ultimately – to win!

Innovation for other purposes in sports is a waste of resources.



## SNOW PARAMETERS

	
1. NEW FALLEN SNOW Below freezing	2. FINE GRAINED SNOW Below freezing
	
3. OLD / GRAINED / TRANSFORMED SNOW Below freezing	4. WET CORN SNOW Above freezing
	
5. FROZEN CORN (Old) SNOW (Melted/Frozen) Below freezing	

(SWIX, 2007)

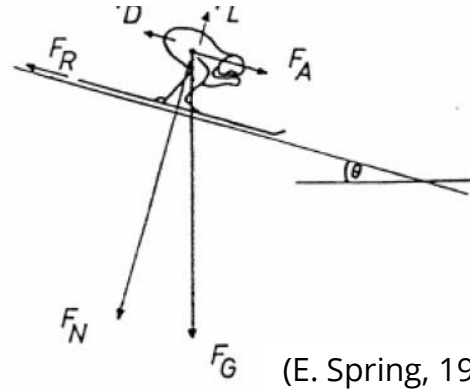
## WEATHER PARAMETERS



(SWIX, 2007)

## PHYSICS

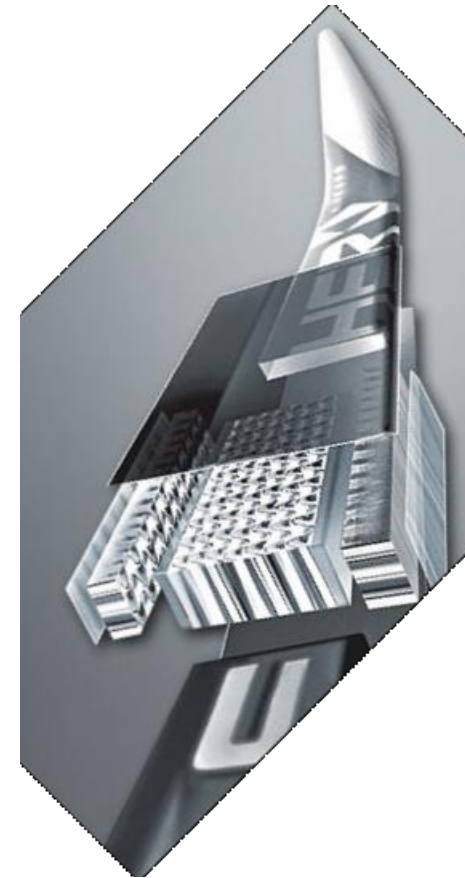
$$\mu = \mu_{plow} + \mu_{dry} + \mu_{lub} + \mu_{cap} + \mu_{dirt}$$



## KINETISK FRICTION PROCESS PARAMETERS



## SKI PARAMETERS



(<http://www.fischer-ski.com/>, 2007)

# How to win?





# How to prioritize?

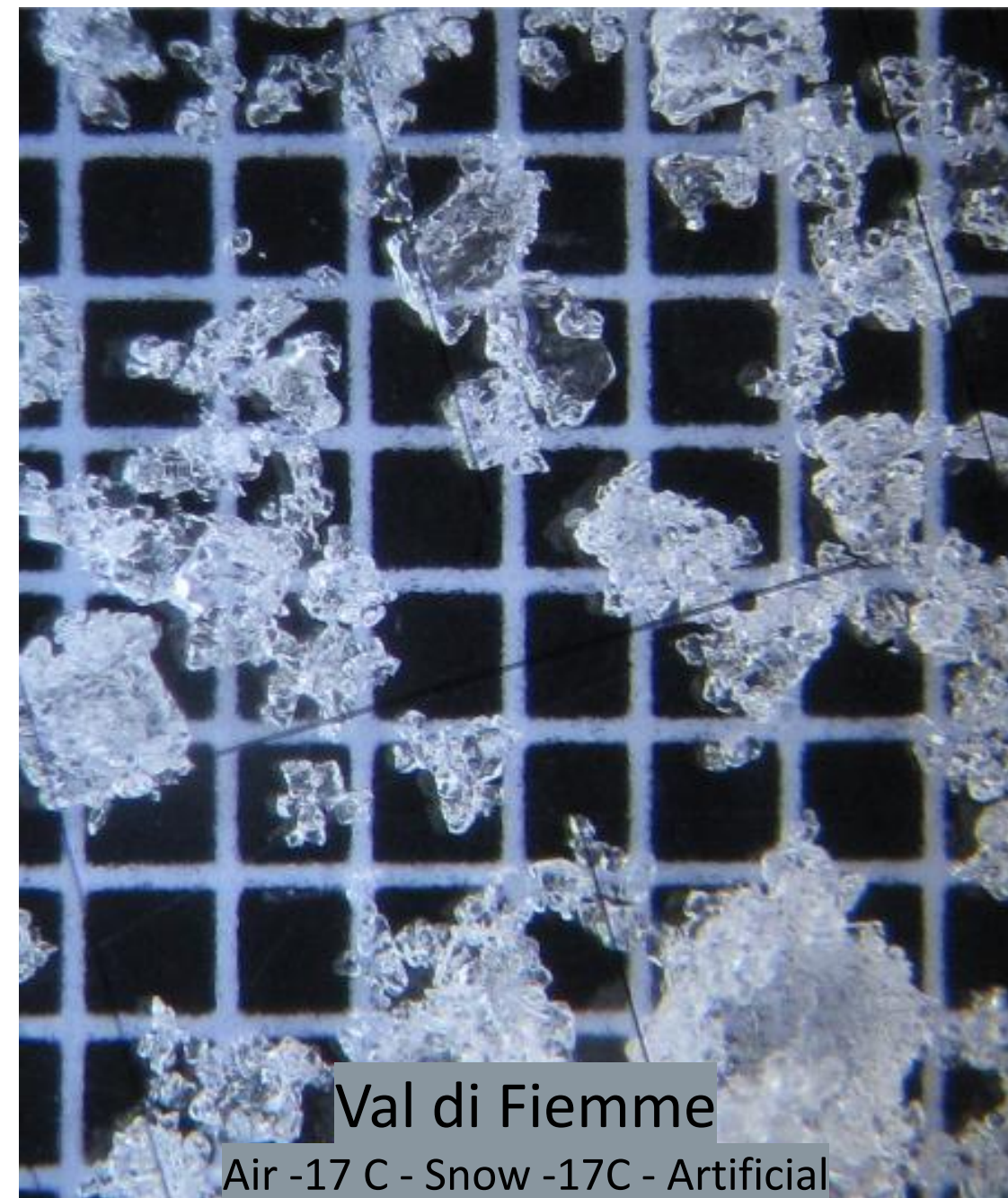
# Snow = Difficult

Warm material

Unique form and size

Constant change

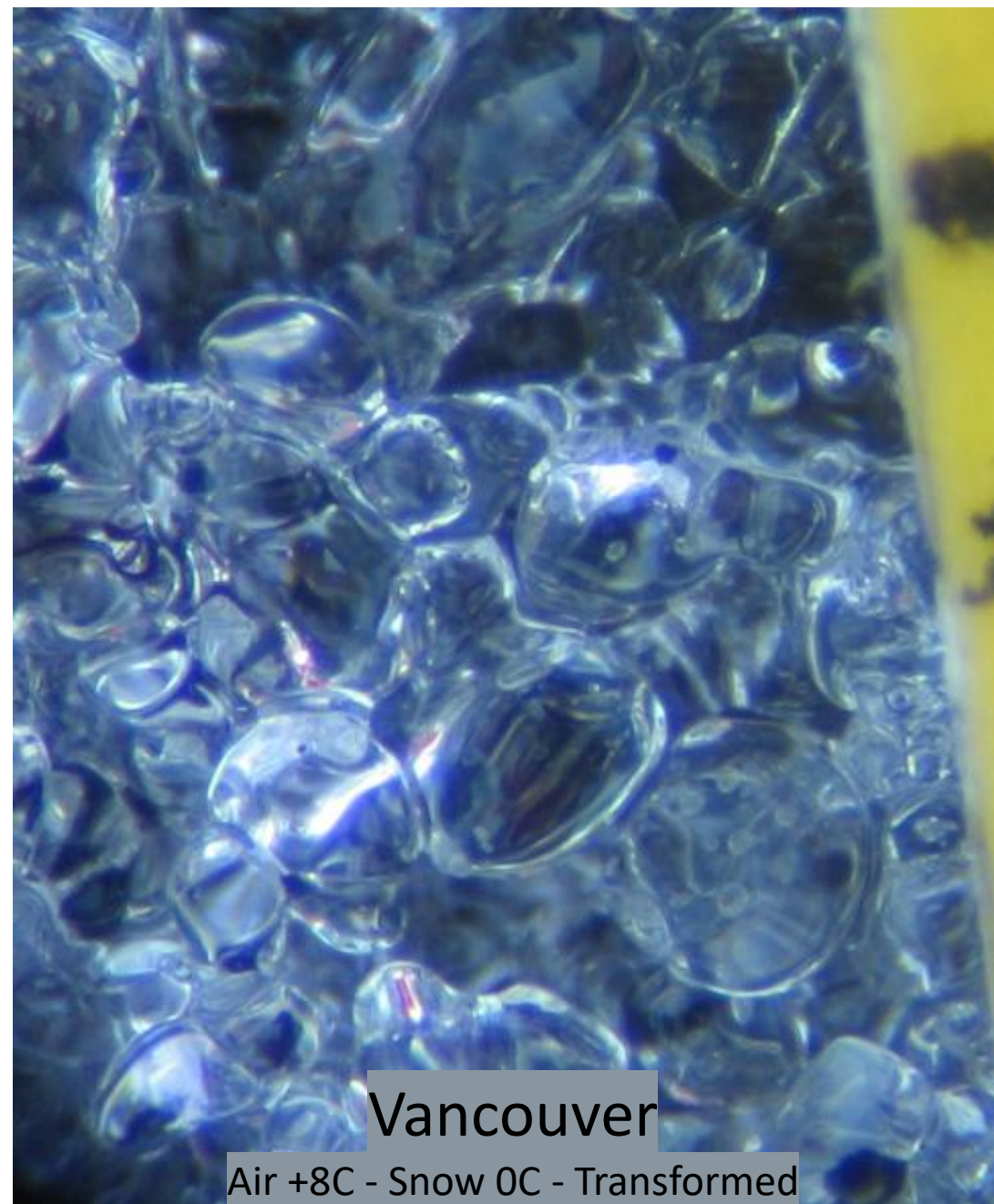
 Simple Prisms	 Solid Columns	 Sheaths	 Scrolls on Plates	 Triangular Forms
 Hexagonal Plates	 Hollow Columns	 Cups	 Columns on Plates	 12-branched Stars
 Stellar Plates	 Bullet Rosettes	 Capped Columns	 Split Plates & Stars	 Radiating Plates
 Sectorial Plates	 Isolated Bullets	 Multiply Capped Columns	 Skeletal Forms	 Radiating Dendrites
 Simple Stars	 Simple Needles	 Capped Bullets	 Twin Columns	 Irregulars
 Stellar Dendrites	 Needle Clusters	 Double Plates	 Arrowhead Twins	 Rimed
 Ferriike Stellar Dendrites	 Crossed Needles	 Hollow Plates	 Crossed Plates	 Graupel



Val di Fiemme

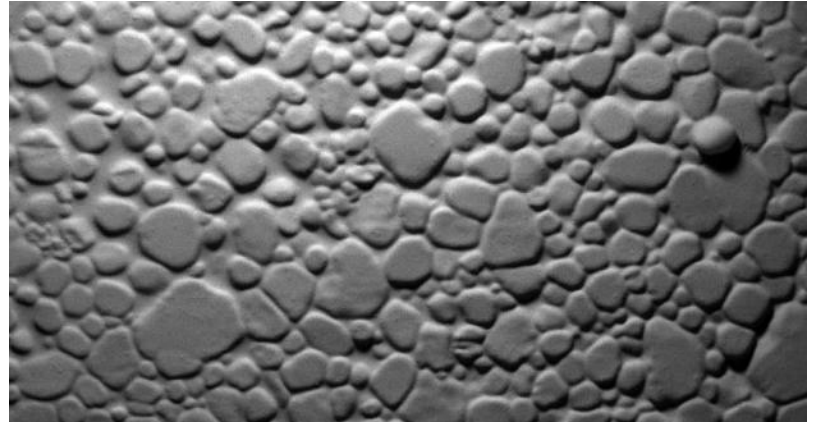
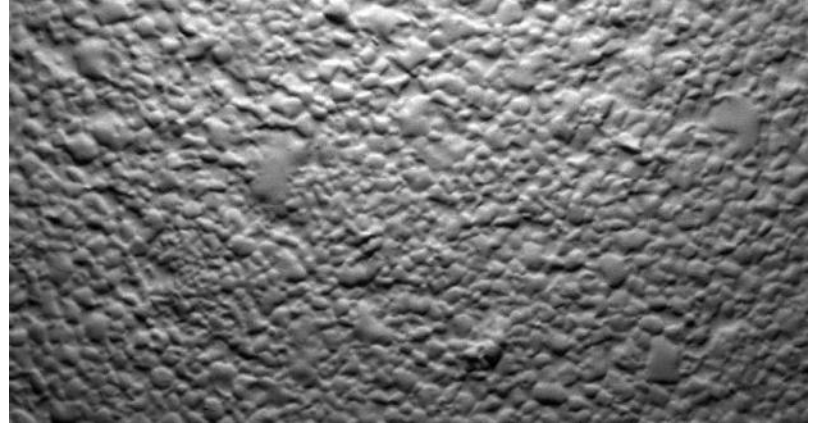
Air -17 C - Snow -17C - Artificial

SNOW



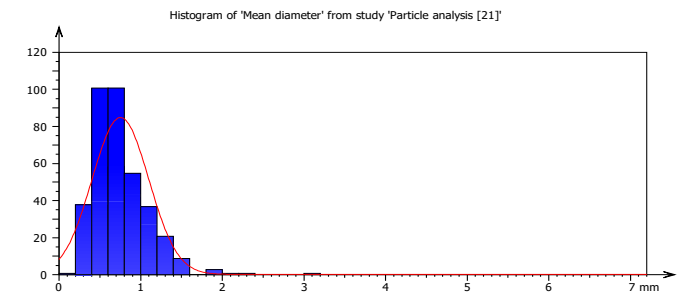
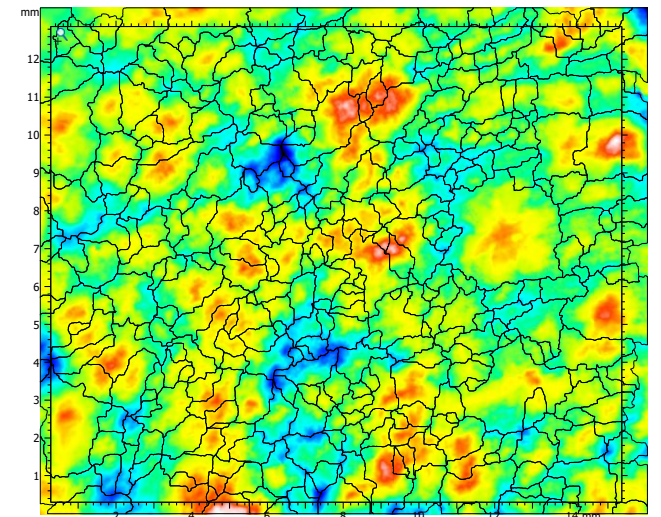
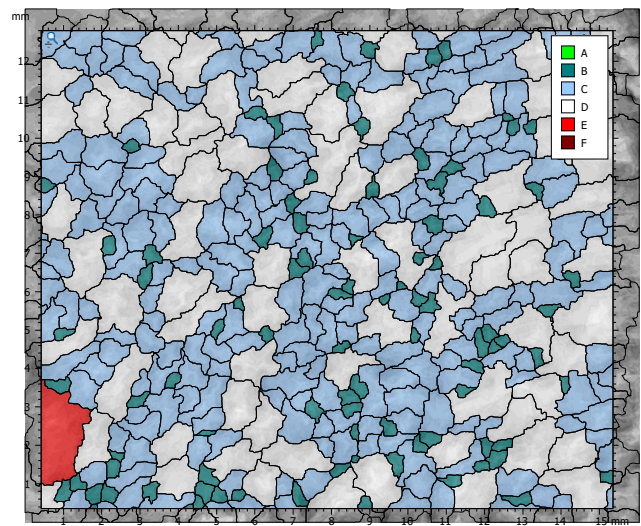
Vancouver

Air +8C - Snow 0C - Transformed

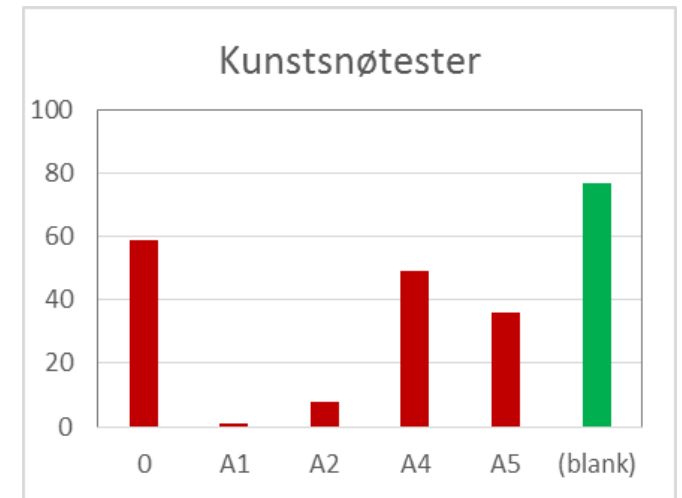
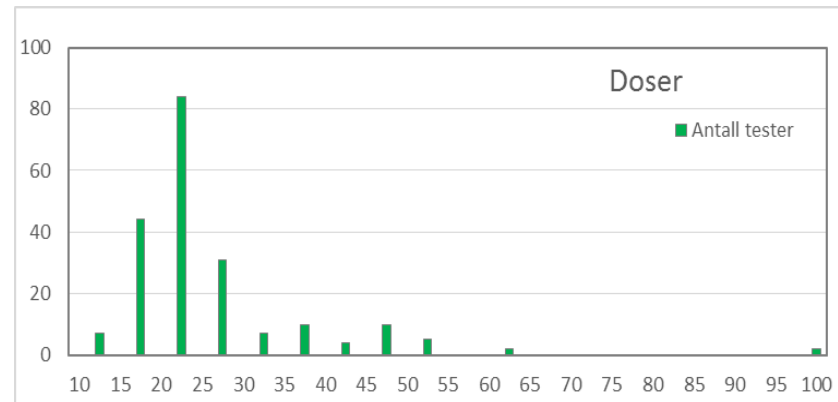
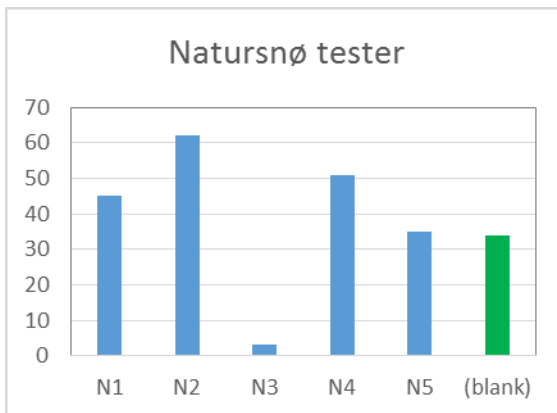
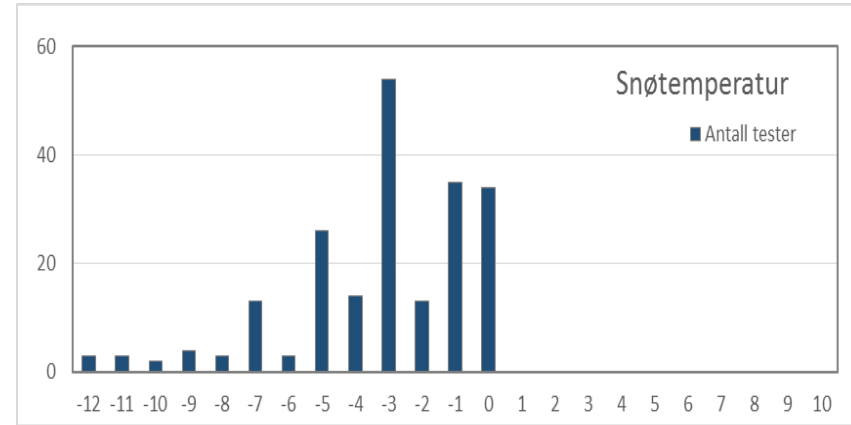
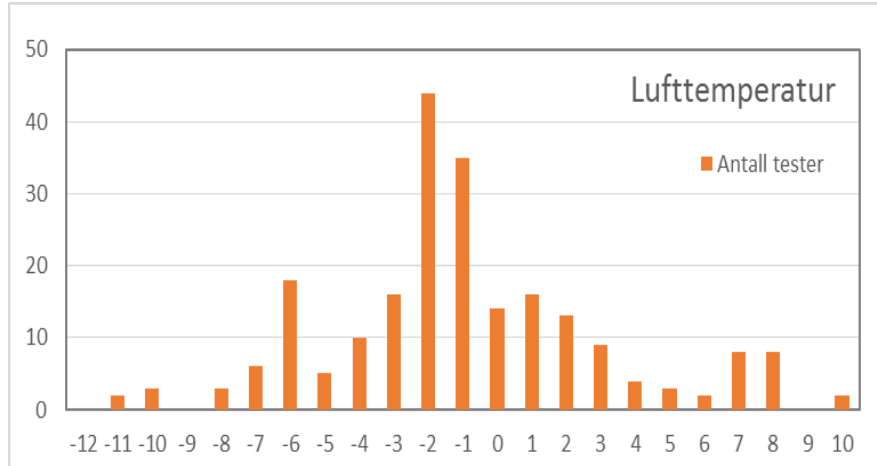


Pictures of snow

Yes,  
this is a real  
picture



# Weather and snow analysis



# Evaluation Tests

Falun Grønn, Periode 3		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
B-1	TF 6-3-11m	2.7	2.6	2.7	49	54	34	72	35	51		55	0	0	41	60			
B-2	TF 6-3-2w	2.6	2.7	2.7	20	26	0	32	30	19		18	40	160	15	26			
B-3	G16	2.6	2.7	2.7	50	46	63	32	10	55		48	70	130	39	64			
B-4	TF4-2-2+10006 #19	2.3	2.7	2.5	48	33	103	45	30	51		54	0	300	58	36			
B-5	TIG1	2.3	2.5	2.4	36	26	73	27	0	41		34	55	185	29	45			
B-6	B25 Fin	2.5	2.7	2.6	75	69	98	53	25	81		80	35	300	81	68			
B-7	IDT-G7t	1.2	2.0	1.6	83	76	110	115	50	88		90	30	23	80	88			
B-8	IDT-G8t	2.8	2.8	2.8	32	26	55	7	20	34		36	0	23	34	30			
		Antall tester			(9)	(7)	(2)	(3)	(1)	(8)	(0)	(8)	(1)	(1)	(5)	(4)	(0)		

Felles Grønn-Blå-Hvit		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
8-1	i8				51	36	78			58		53	173	95	60	0			
8-2	TF 6-3-1w				74	98	0			66		72	47	290	41	130			
8-3	B25 Fin				117	76	217			103		120	57	0	128	270			
8-4	IDT B6t				67	49	67			57		56	77	45	66	50			
8-5	TF 4-2-3				47	51	52			46		54	152	50	48	130			
8-6	TF 6-6-2+3081#16				113	89	95			74		96	62	85	83	290			
8-7	TF 6-3-2w Ra3.5				121	59	97			67		73	148	120	69	120			
8-8	TF 6-6-2w				100	55	172			91		90	79	135	92	80			
		Antall tester			(12)	(8)	(3)	(0)	(0)	(9)	(0)	(0)	(10)	(3)	(1)	(7)	(1)		

TF Blå; Periode 3		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
5-1	TF 6-3-2w Ra2.5				0	0				0		0	53	0	0				
5-2	4-2-2 + 3081#16				28	28				28		28	35	50	5				
5-3	G16				133	133				133		133	53	150	115				
5-4	IDT-G8tt				55	55				55		55	77	65	45				
5-5	TF 6-3-1w				50	50				50		50	27	50	50				
5-6	TF 4-2-3				125	125				125		125	7	170	80				
5-7	TIG1				50	50				50		50	0	80	20				
5-8	TF 6-3-1 + 4-2-2w				70	70				70		70	40	100	40				
		Antall tester			(2)	(2)	(0)	(0)	(0)	(2)	(0)	(0)	(2)	(3)	(1)	(1)	(0)		

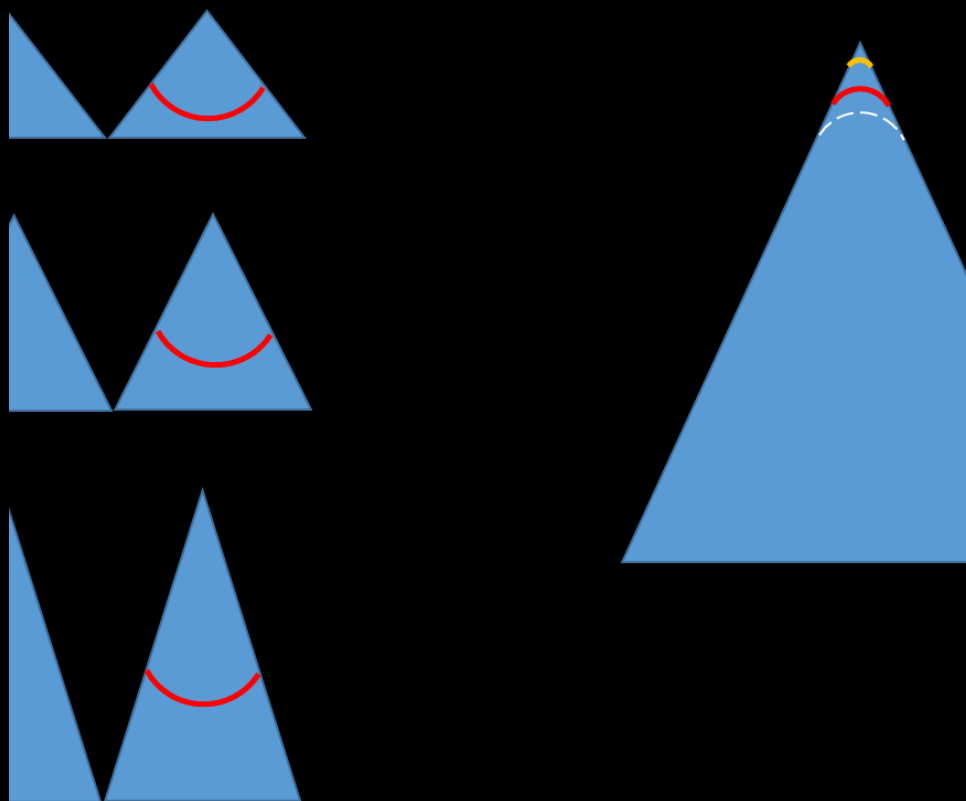
IDT Hvit - Periode 3		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
1	IDTrett_1 + 10013#20	5.3	4.7	5.0	140	170				170		170	128		170				
2	TF 6-6-2	4.5	4.8	4.7	21	0				0		0	0		0				
4	IDTrett_2 + 10012#16 (20kg)	4.9	5.1	5.0	126	133				133		133	105		133				
5	IDTrett_2 + 1++12#16 (15kg)	5.1	4.6	4.9	103	155				155		155	105		155				
6	IDTrett_3 + 10014#20	5.4	4.9	5.1	115	150				150		150	105		150				
		Antall tester			(4)	(2)	(0)	(0)	(0)	(2)	(0)	(0)	(2)	(2)	(0)	(2)	(0)		

Falun Hvit - Periode 2		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
FA-1	H12				142	133	147			135	140		135	85	117				
FA-2	B25 grov				147	115	166			142	95		145	50	122				
FA-3	TF 6-6-2w				62	25	84			67	10		56	30	48				
FA-4	6-6-2w Ra7.5				70	57	78			94	40		80	65	86				
FA-5	TF 6-6-2+3081#16				102	105	100			74	110		98	0	107				
FA-6	TF6-6-2 Ra10				101	75	116			103	10		75	18	88				
FA-7	TF 6-6-2s				104	97	109			62	75		84	145	80				
FA-8	TF 6-3-1w				45	50	42			36	0		37	139	41				
		Antall tester			(8)	(3)	(5)	(0)	(0)	(5)	(1)	(0)	(7)	(2)	(0)	(6)	(0)		

FA2 Falun Hvit - Periode 2		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
FA-3	TF 6-6-2w				381	58	1350			53	710		381		381			58	
FA-4	6-6-2w Ra7.5				246	45	850			8	485		246		246			45	
FA-6	TF6-6-2 Ra10				86	115	0			173	0		86		86			115	
FA-8	TF 6-3-1w				460	213	1200			60	860		460		460			213	
		Antall tester			4	(3)	1	(0)	(0)	2	2	(0)	4	(2)	(0)	(6)	(0)		3

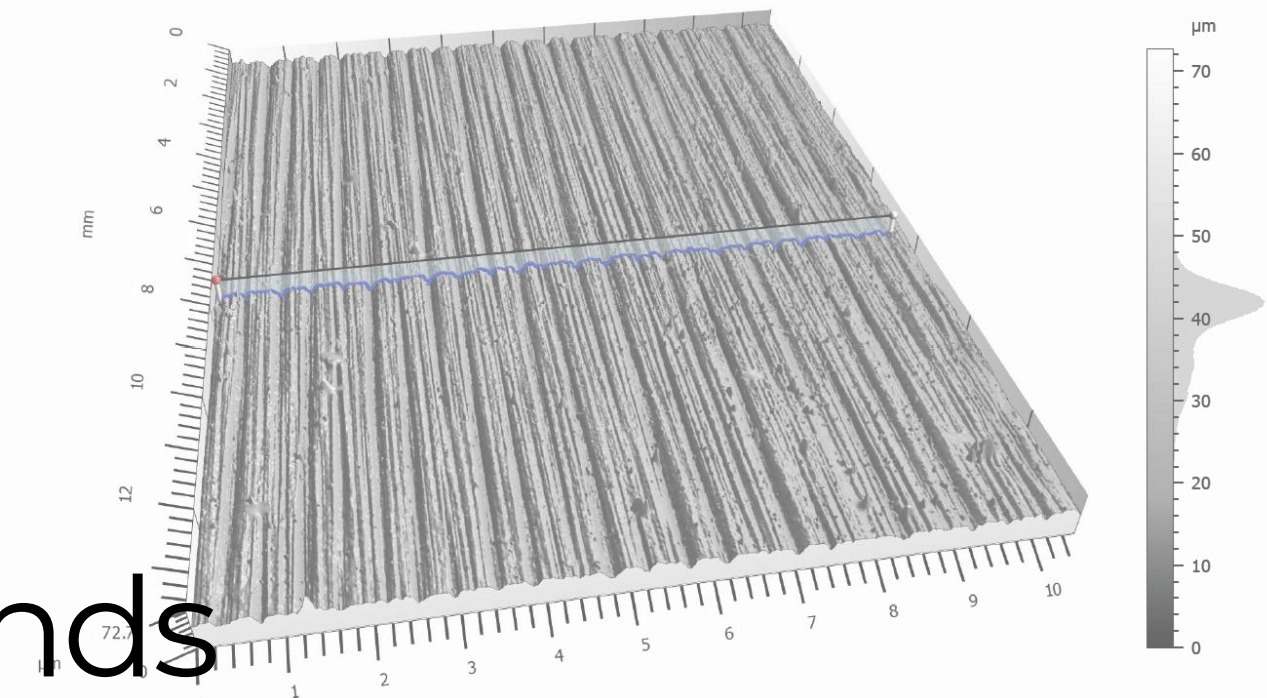
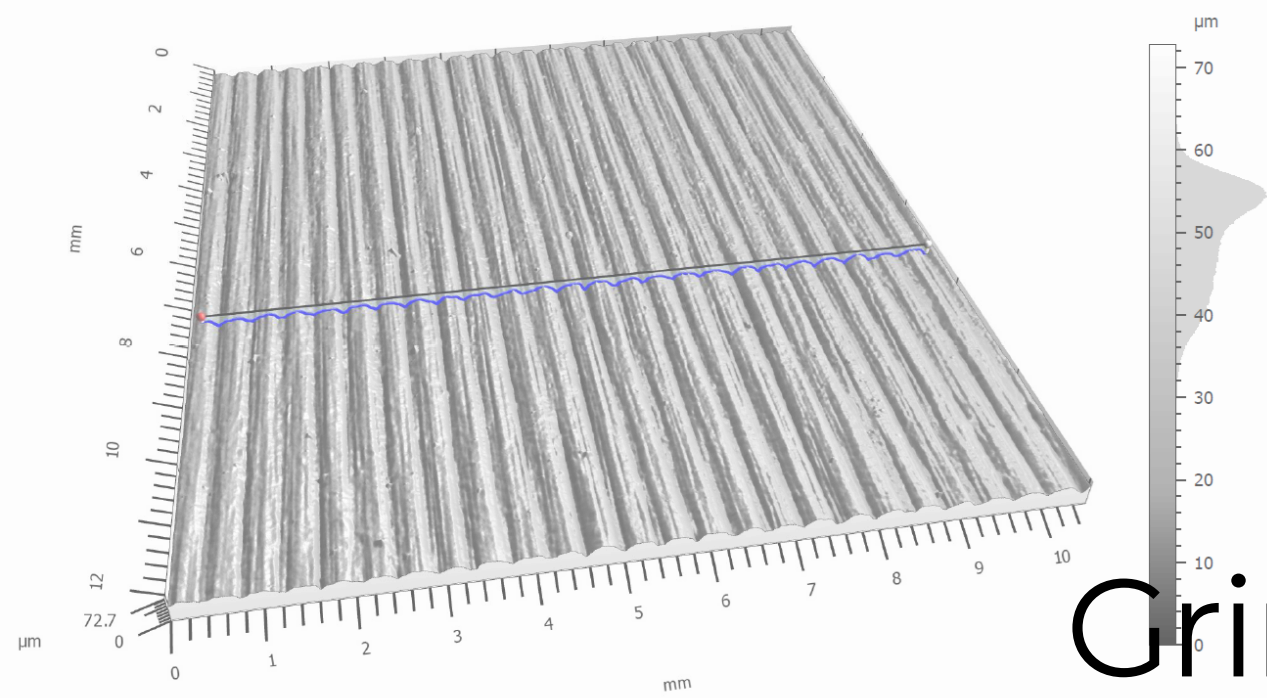
Felles Hvit - Periode 2		Ra							doser	doser	doser	snø	snø	snø	snøkorn			track	
Ski	Struktur	foran	bak	snitt	ALT	SK	KL	<-7	<20	20-40	40+	NY	ndann	kunst	fin	grov	mix	Løst	
HV1	H12	5.5	5.1	5.3	37	8	45			0	25	0	0	13	50			13	
HV2	TF 6-6-2+3081#16	4.9	4.8	4.8	85	35	195			175	25	40	175	33	53			33	
HV3	TF 6-6-2s	4.3	4.5	4.4	85	77	128			160	10	80	160	45	202			45	
HV4	B25 grov	5.2	5.4	5.3	57	85	40			60	75	100	60	88	70			88	
HV5	TF 6-3-1 grov	5.5	5.5	5.5	128	123	240			363	0	80	363	40	47			40	
HV6	TF 6-6-2w	4.9	5.2	5.1	62	102	53			160	25	50	160	38	122			38	
HV7	TF 4-2-3 sm30 variant	3.2	3.1	3.2	61	58	108			173	25	20	173	23	100			23	
HV8	TF 6-6-2s	4.9	4.4	4.6	58	47	108			160	30	0	160	15	106			15	
		Antall tester			(7)	(3)	(2)	(0)	(2)	(1)	(1)	(2)	(2)	(3)	(0)	(2)	(0)		

# Tools

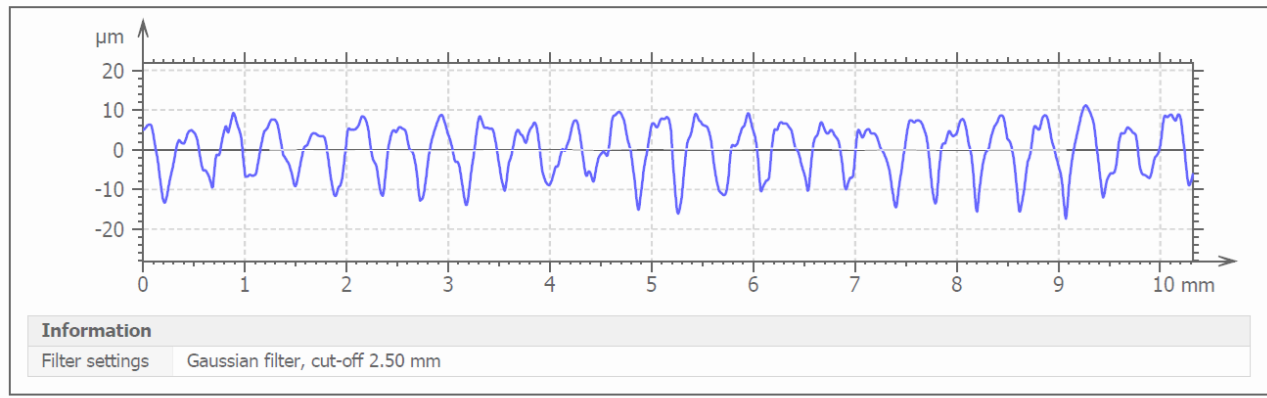


Verktøy	Peak-Valley	Peak-Peak	Vinkel	Egg i kontakt med ski	
	Pmax mm	bredde mm	slope °	radius mm	diameter mm
15° U	0.807	1.0	24	0.026	0.052
30° U	0.702	1.0	30	0.035	0.070
45° U	0.662	1.0	45	0.045	0.090
60° U		1.0	60	0.175	0.350
90° U		1.0	90	0.054	0.108
15° V	finnes	ikke			
30° V	0.609	1.0	30	0.055	0.110
45° V	0.667	1.0	45	0.053	0.106
60° V	0.588	1.0	60	0.113	0.226
90° V	0.45	1.0	90	0.084	0.168

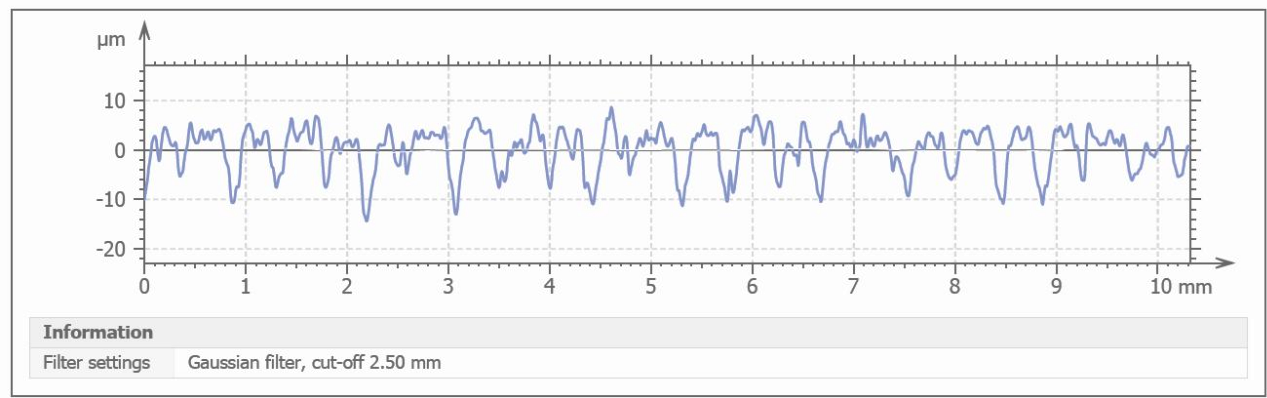




# Grinds

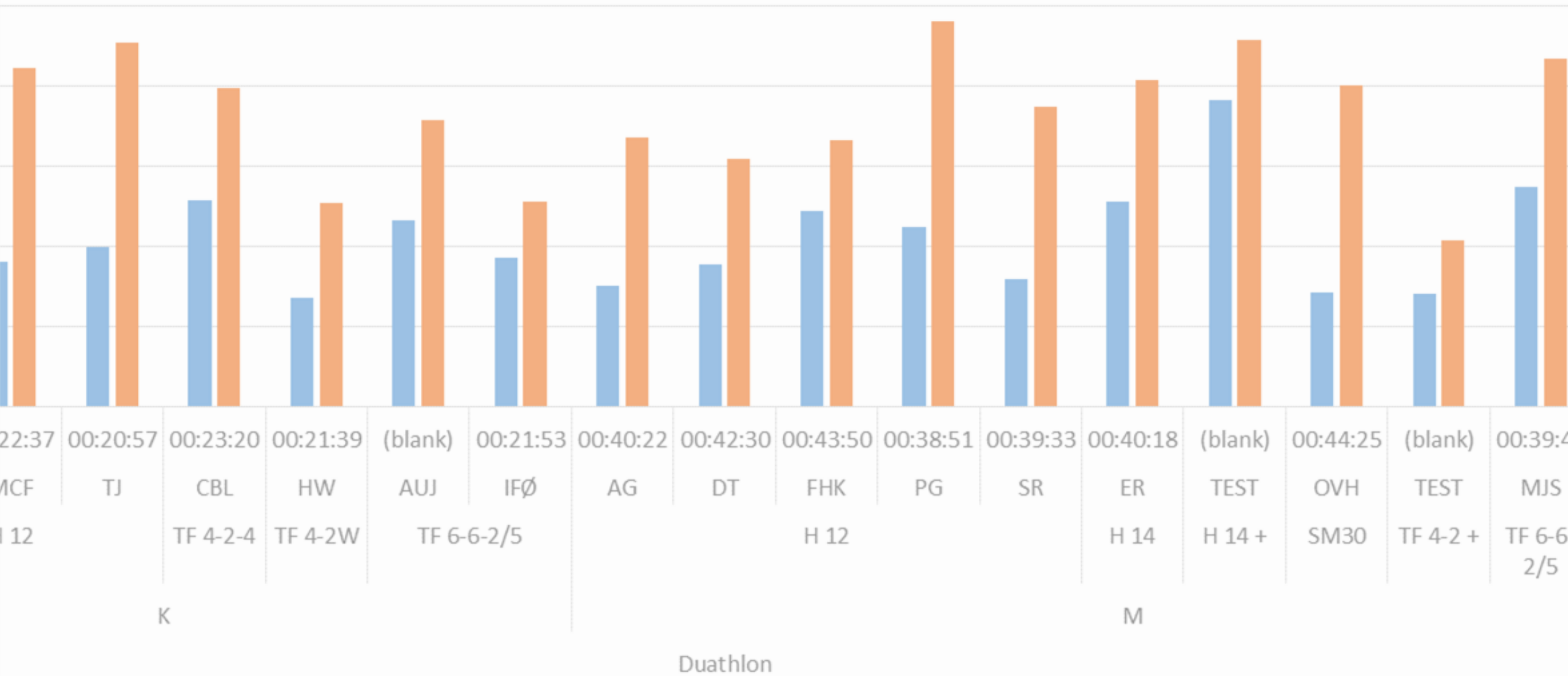


Amplitude parameters - Roughness profile		
<b>Ra</b>	<b>5.42</b> µm	<i>Arithmetic mean deviation of the roughness profile.</i>
Rv	15.2 µm	<i>Maximum valley depth of the roughness profile.</i>
Rz	24.3 µm	<i>Maximum Height of roughness profile.</i>
Rp	9.06 µm	<i>Maximum peak height of the roughness profile.</i>
Rq	6.36 µm	<i>Root-mean-square (RMS) deviation of the roughness profile.</i>
Rsk	-0.566	<i>Skewness of the roughness profile.</i>
Rku	2.13	<i>Kurtosis of the roughness profile.</i>
Spacing parameters - Roughness profile		
<b>RSm</b>	<b>0.420</b> mm	<i>Mean width of the roughness profile elements.</i>



Amplitude parameters - Roughness profile		
<b>Ra</b>	<b>3.69</b> µm	<i>Arithmetic mean deviation of the roughness profile.</i>
Rv	11.9 µm	<i>Maximum valley depth of the roughness profile.</i>
Rz	19.4 µm	<i>Maximum Height of roughness profile.</i>
Rp	7.54 µm	<i>Maximum peak height of the roughness profile.</i>
Rq	4.49 µm	<i>Root-mean-square (RMS) deviation of the roughness profile.</i>
Rsk	-0.67	<i>Skewness of the roughness profile.</i>
Rku	2.66	<i>Kurtosis of the roughness profile.</i>
Spacing parameters - Roughness profile		
<b>RSm</b>	<b>0.344</b> mm	<i>Mean width of the roughness profile elements.</i>

# QC Ra – front and back



# QC - Grinds

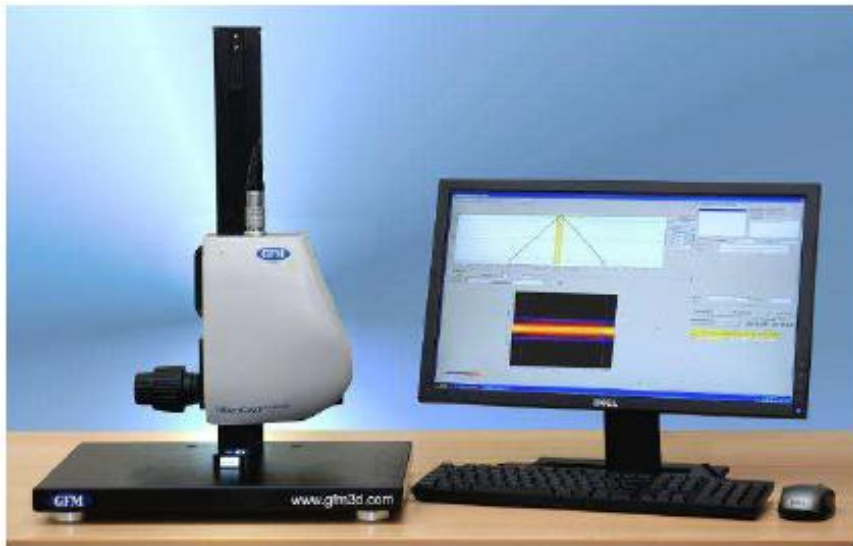
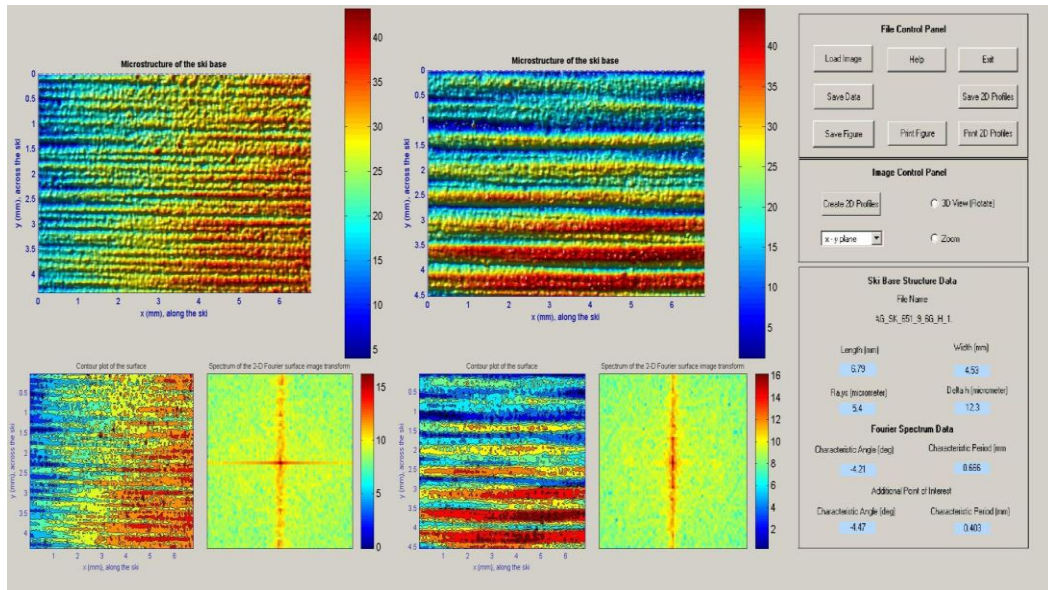
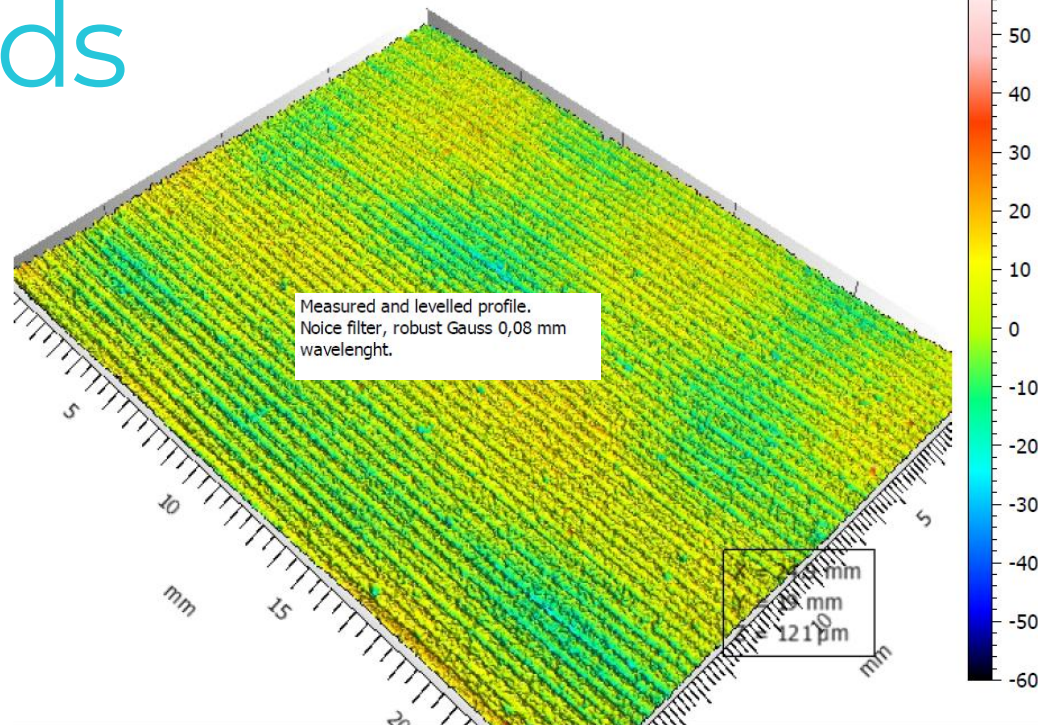
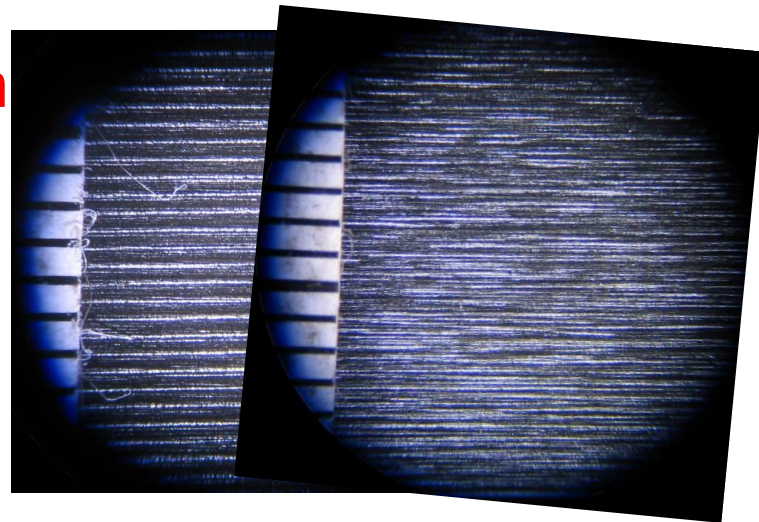


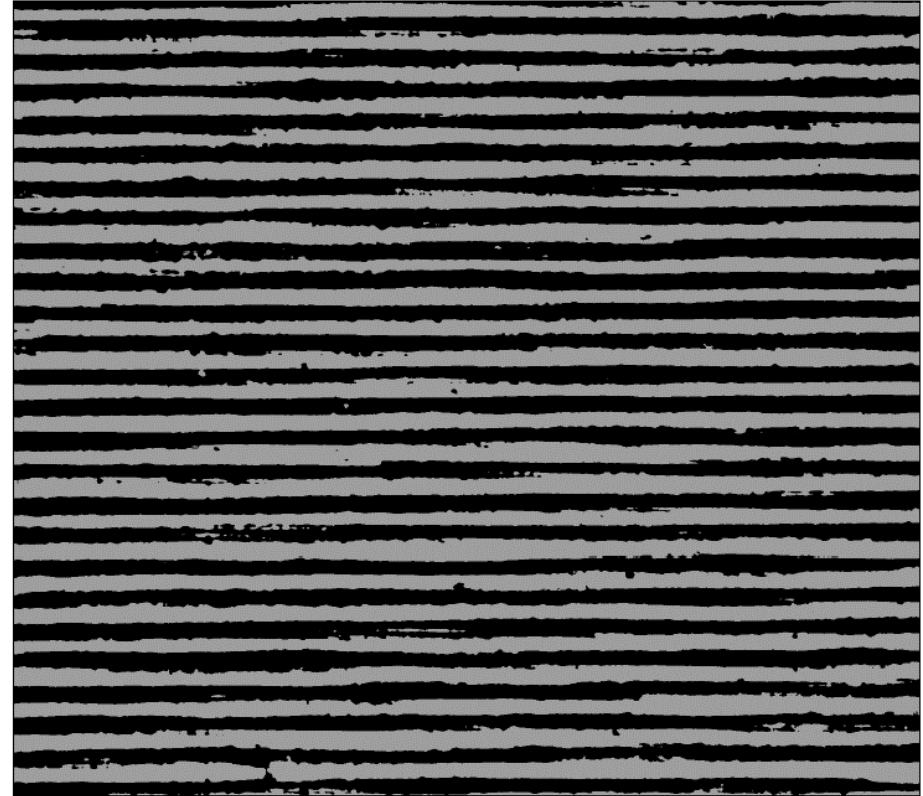
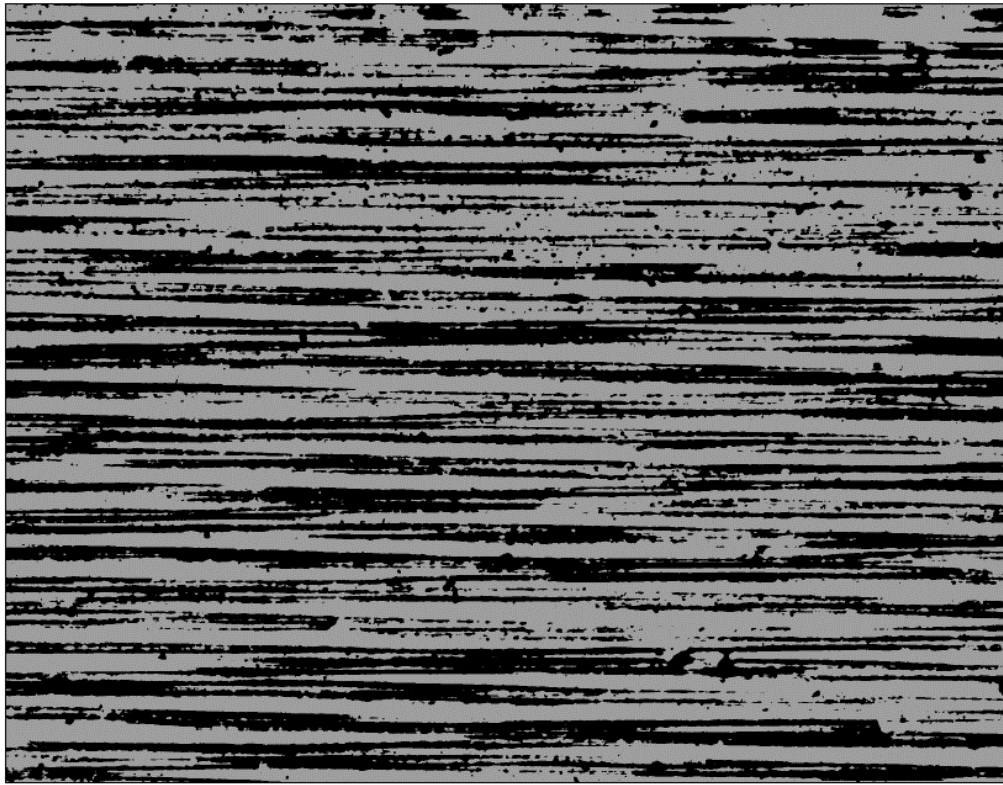
Fig. 01: MikroCAD premium



Red  
Warm

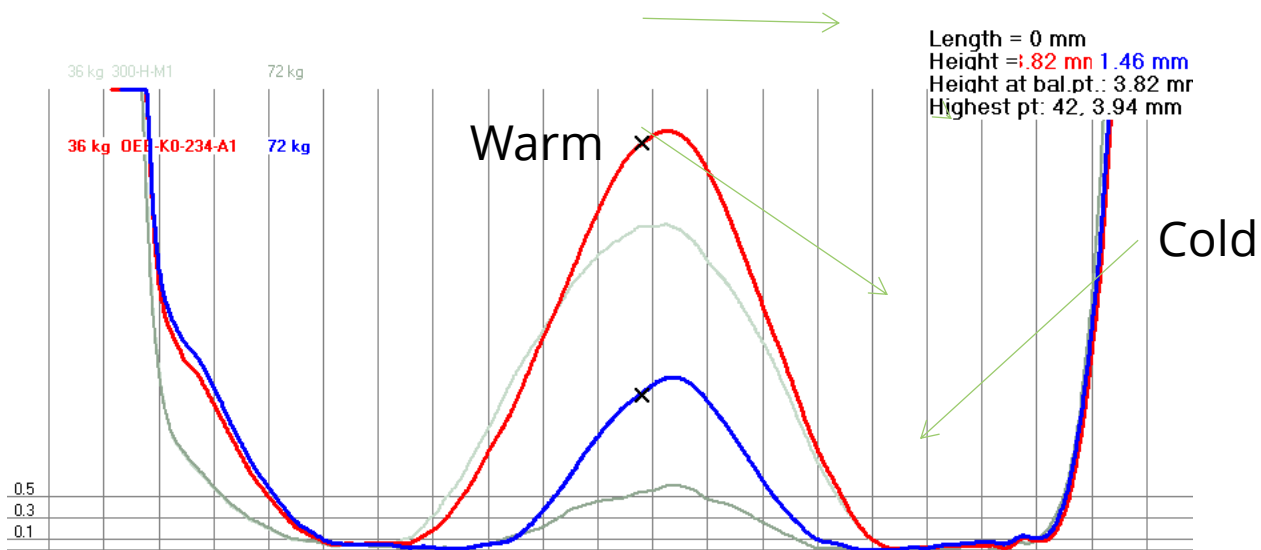
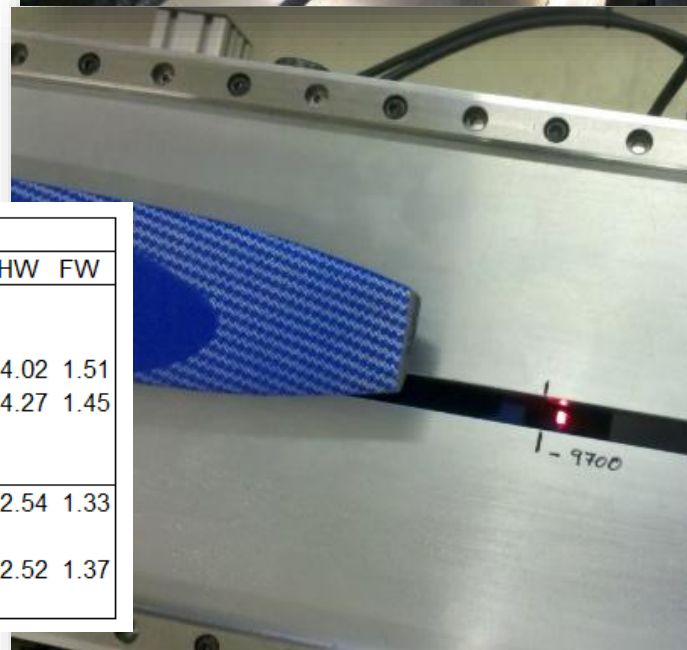


Green  
Cold



Comparison of snow contact areas  
between two grinds

# Ski Analyzer



		Grønn			Hvit		
Navn	Ski ID	% BP	HW	FW	% BP	HW	FW
OEB	34	18.1%	3.81	0.70			
	110	22.7%	4.03	0.91			
	234				37.7%	4.02	1.51
	243				33.7%	4.27	1.45
	300	18.0%	3.01	0.54			
	762	26.9%	3.69	0.99			
OVH	81				52.3%	2.54	1.33
	468	40.8%	2.12	0.86			
	675				54.4%	2.52	1.37
	980	56.7%	2.40	1.36			





OAV DOV1501  
SN 19060  
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INGENIØRFIRMAET  
SUMMIG  
MÅL/KNUTEKNIKK

Testing in lab

# VM Lahti

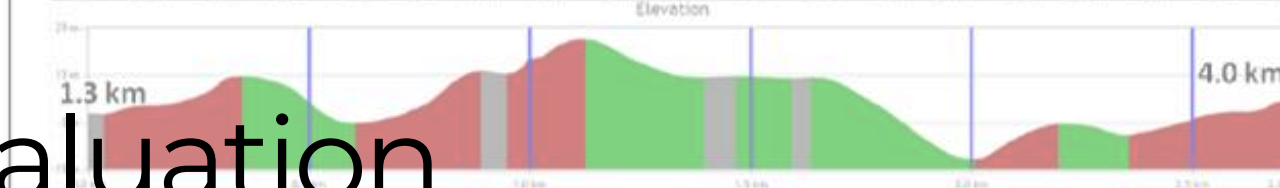
## 15km Herrer 1/3/2017



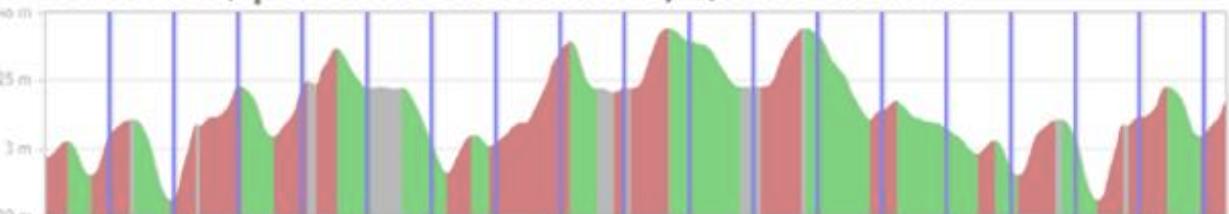
Resultater levert av prosjektet "Analyse av sensor- og GPS-data for optimalisering av tekniske og praktiske ferdigheter"

Jan Kocik

# Race evaluation Technique and tactics

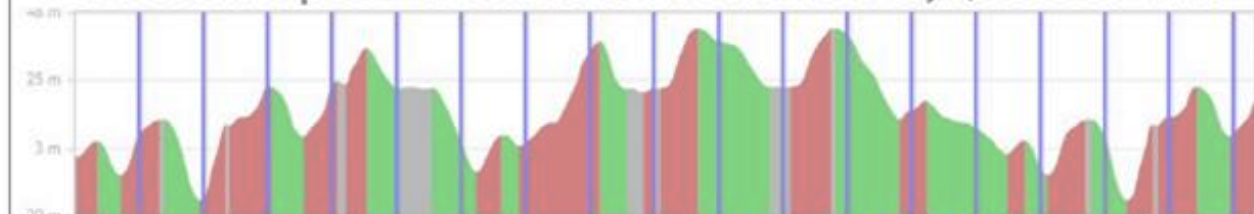


### Norske løpere mot hverandre, første 9.2 km



Tidsdifferanse i forhold til Martin Johnsrud SUNDBY\_NOR\_70 - 1 (Martin Johnsrud SUNDBY\_NOR\_70 - 1 er null)

### Seierskampen – Niskanen mot de norske, første 9.2 km



Tidsdifferanse i forhold til Iivo NISKANEN\_FIN\_64 - 1 (Iivo NISKANEN\_FIN\_64 - 1 er null-linjen)



# The process of optimization

- 50 pairs of test skis (athletes, grind, products etc)
- 10 pairs of test skis with different wax
- 8 test pilots
- 4 athletes
- 1 hour access to the test course

## **Multiparametric optimization**

$$\mu_{opt} = (x_1; x_2; x_3; \dots; x_n)$$

$$\approx \min(f(ski)) + \min(f(grind)) + \min(f(products))$$

# How to win?



Or is this the answer?

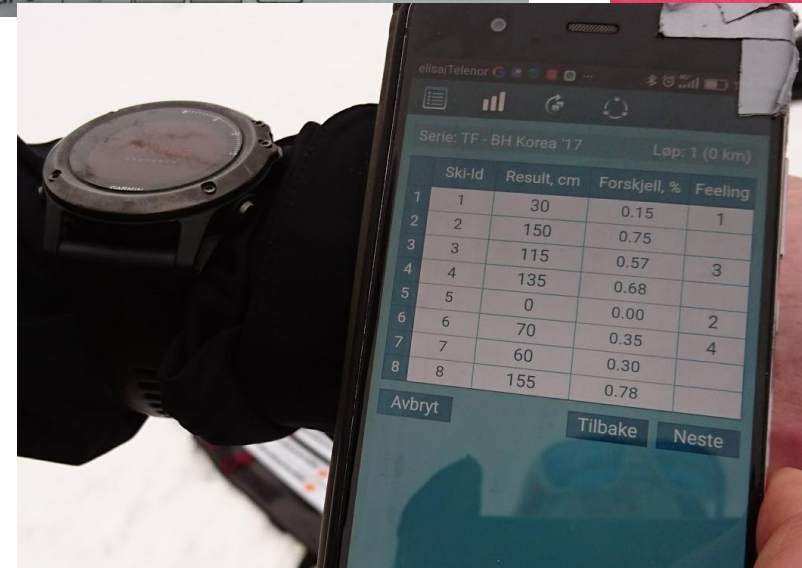
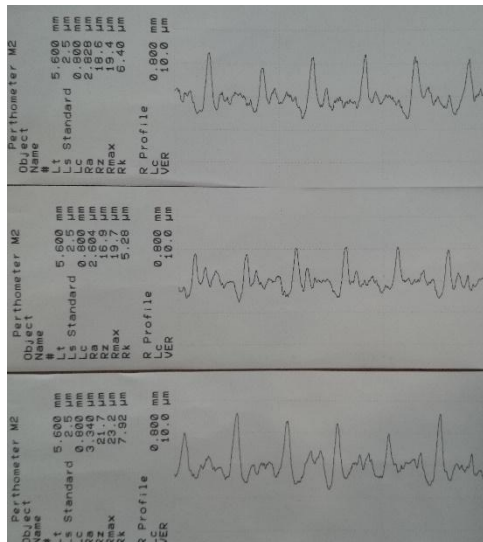
# The answer is testing!



Sted	4.2	Sted		Testansvarlig	
Id	20 m	Innstråling	W/m2	Kunstsnotype	
Luft Temp	-7 °C	Skudekke	/8	Natursnotype	N2
Luft Fukt	90 %	Klarhet	1/8 m	Snøhardhet	H3
Snø Temp	-14 °C	Wind	7 m/s	Spor konsistens	kom-p
Snø Fukt	24 %	Nedbør	1 mm	Snø Kornstørrelse	0.2 mm

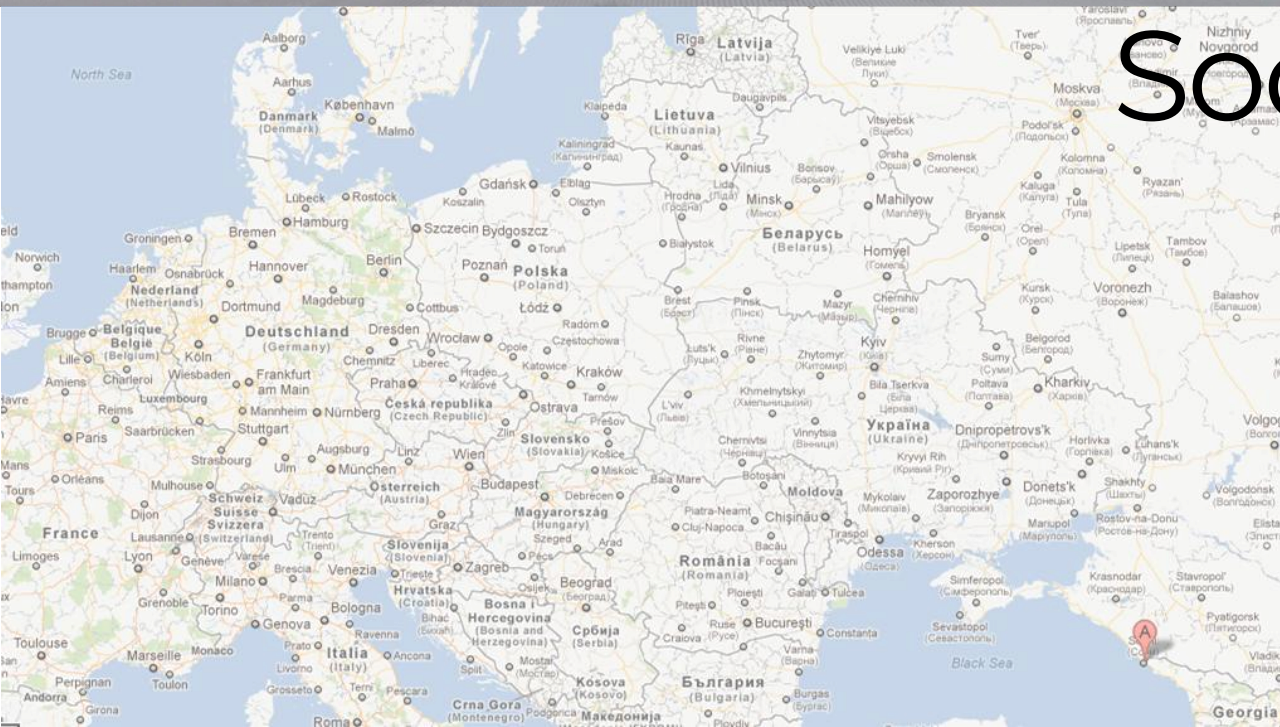
  

15m Ski Nr. Rank Diff.				M6	Felx + HS
Par 1	1	6	25	0	35
Par 2	2	8	65	30	
Par 3	3	2	5	5	4
Par 4	4	1	0	0	0
Par 5	5	3	10	0	5
Par 6	6	7	60	50	0
Par 7	7	4	25	0	3
Par 8	8	4	25	0	15



# Sochi – Geograhhy

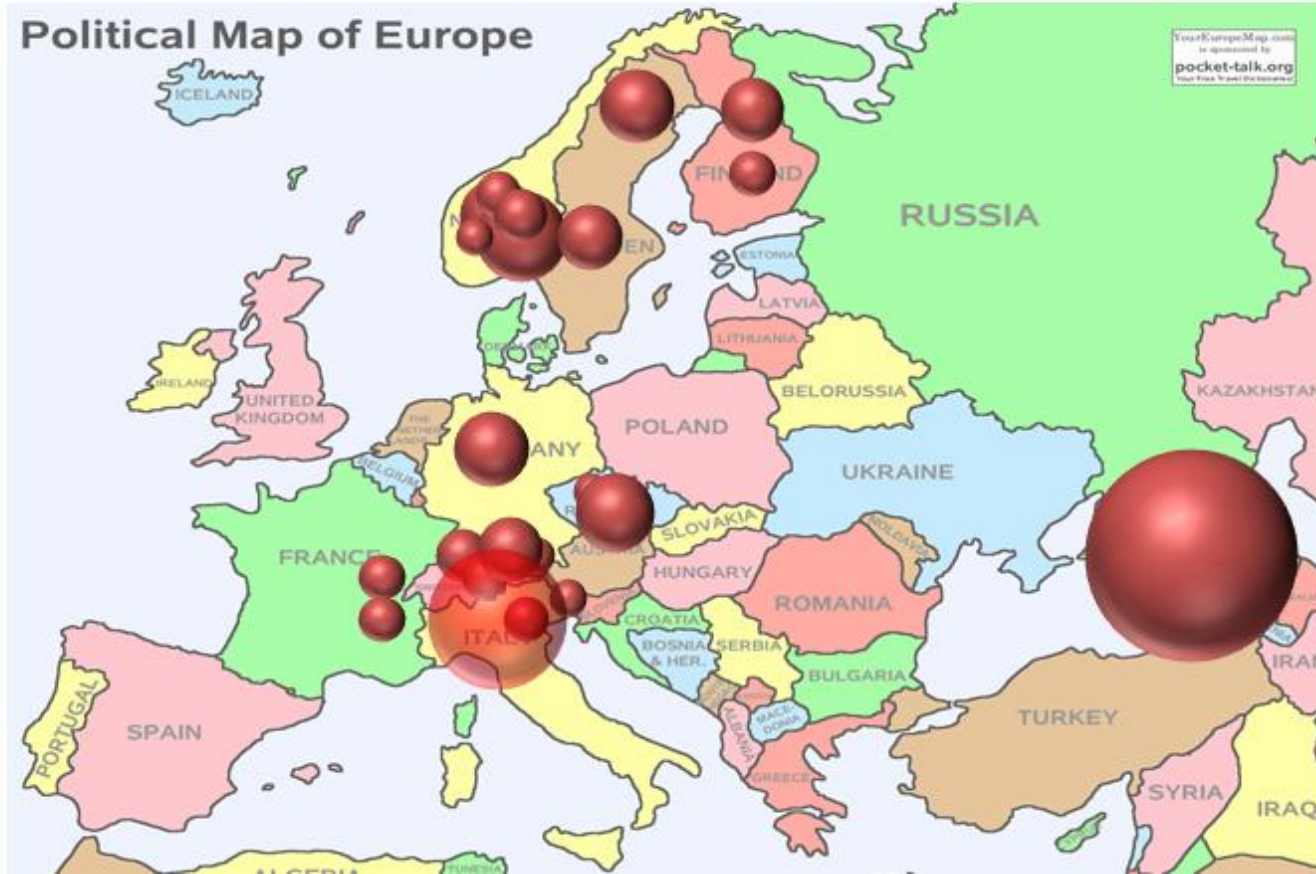




Sochi

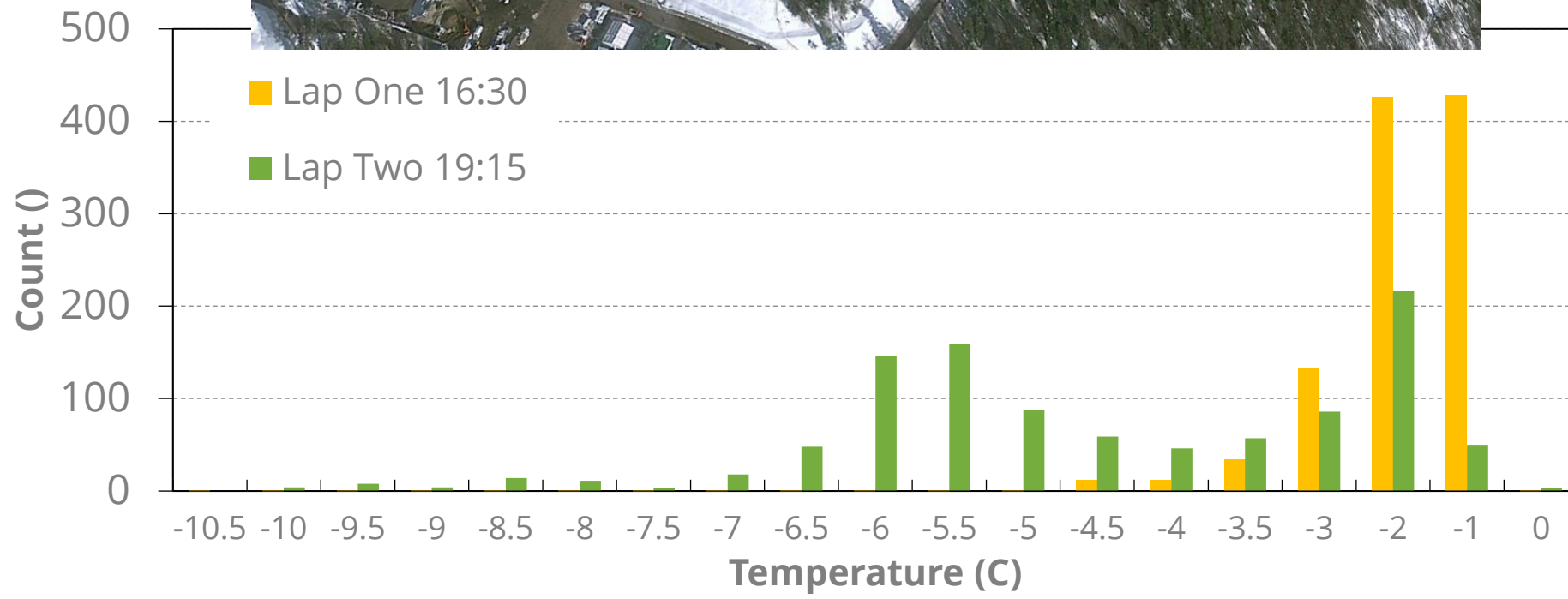
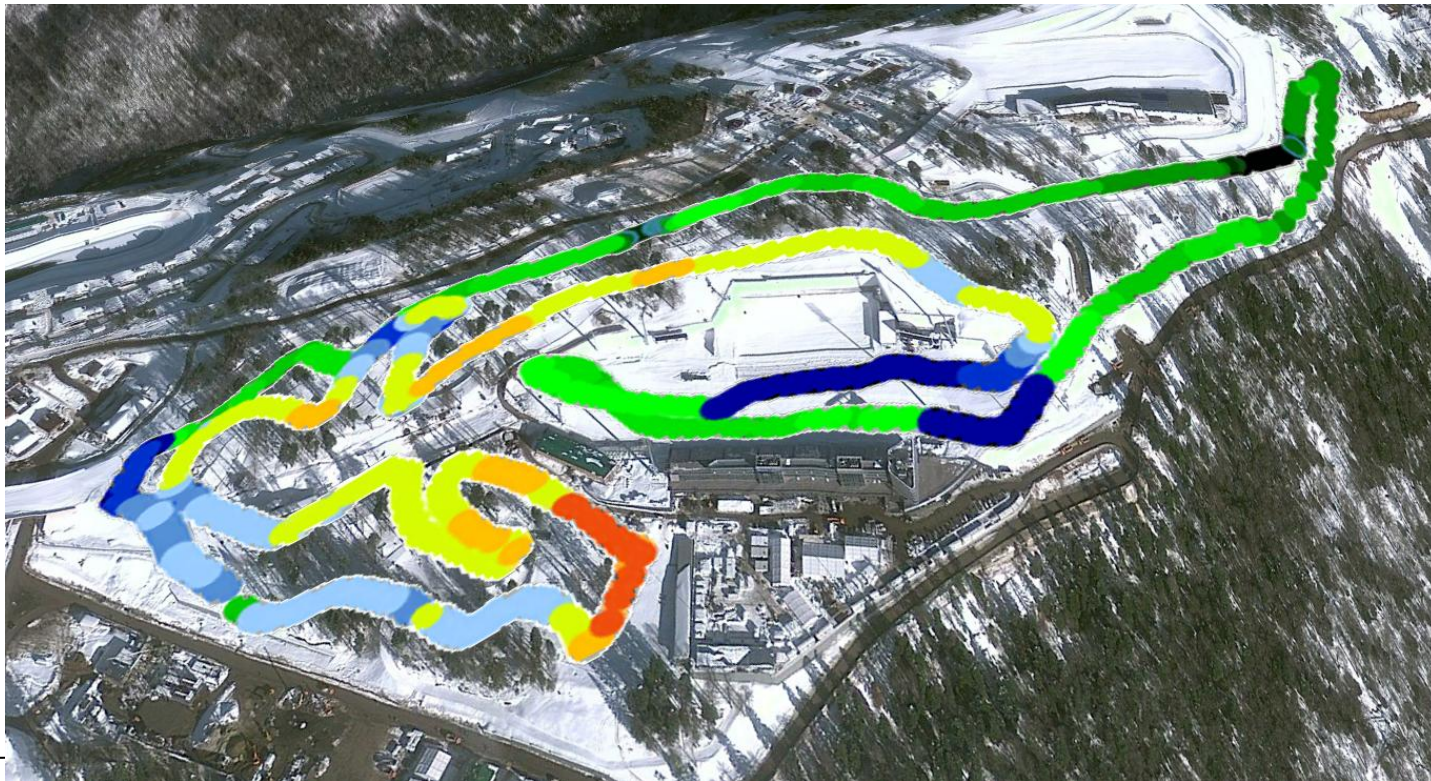


# Manuell Strukturtesting - Total



Sochi

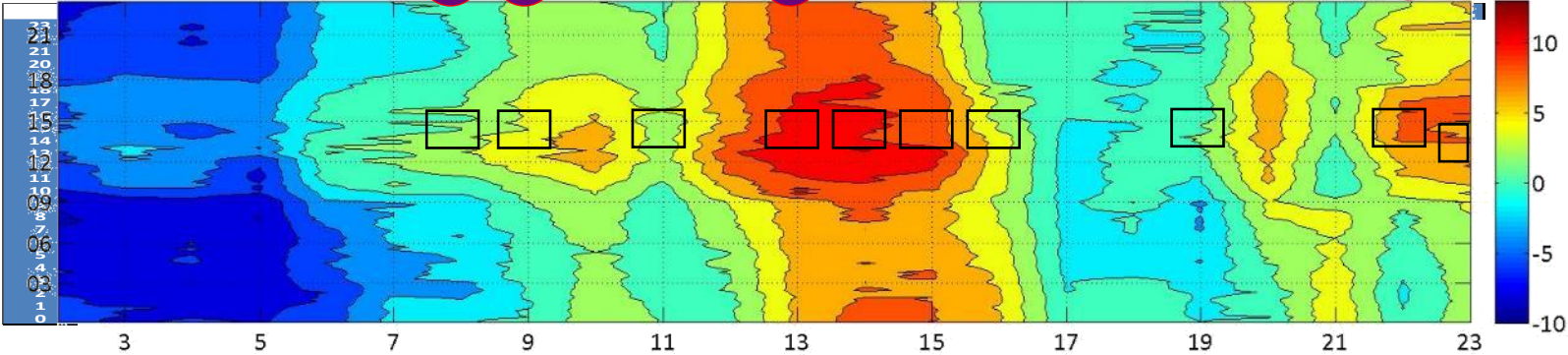




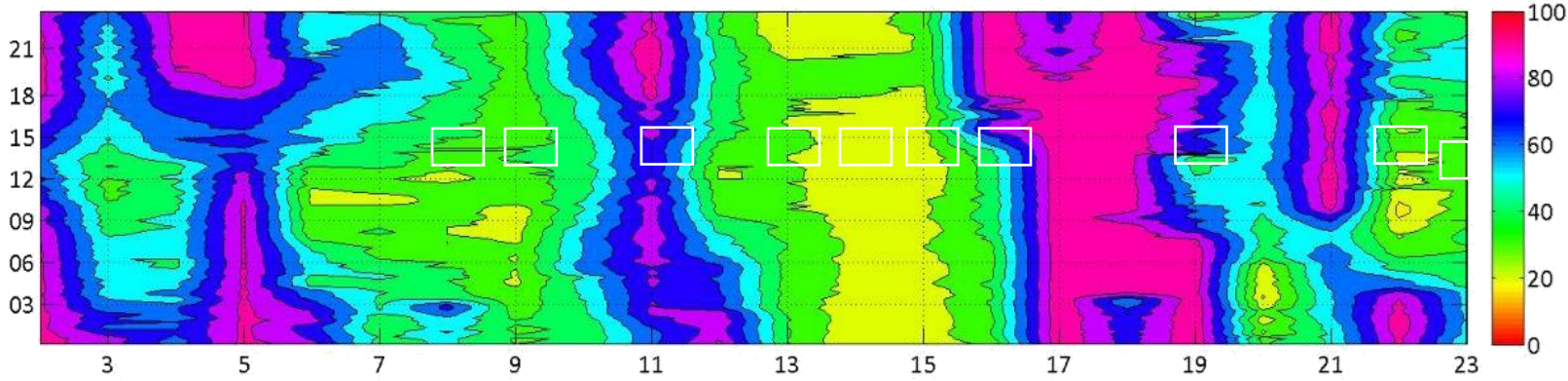
# You learn and move on!



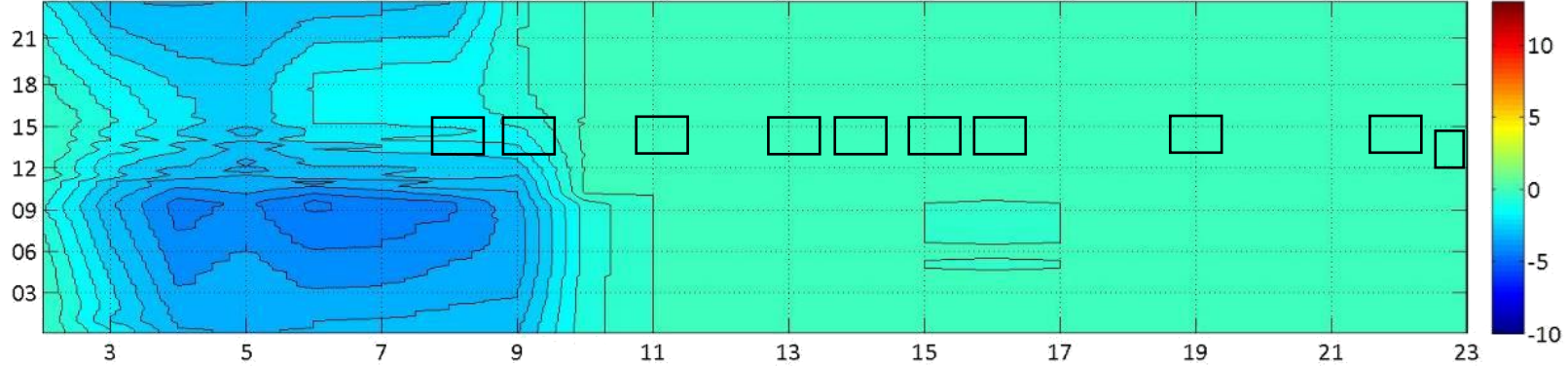
Air C



Humidity Air %



Snow C





1389  
ОТЕЛЬ И СПА

HEIA NORGE



Go Norway!

Everyone can  
win together,  
but.....



Ask a Norwegian friend for a translation!

...not all can lose together. Humor is important in the darkest hour

# Forecast 2018 Olympics

## Pyongyang

Cloudy

Thu



22°

Fri



23°

Sat



**WARM**

27°

Sun



**BREEZY**

19°

Mon



**HOT**

1400°

# Olympics 2018: Winning too much is also a problem...



TUSEN TAKK: Smøresjef Knut Nystad og Marti Bjergens slo trollduven Ferry Olsson i den norske smørebussen. Det var mange som hadde sett å bli dem under et par vanskeligste dager i Sotji. Nå med sikkerhet er det litt gærskt så vilje. FOTO: Thomas Rasmus Skaug / Dagbladet.

VINTER OL 2018

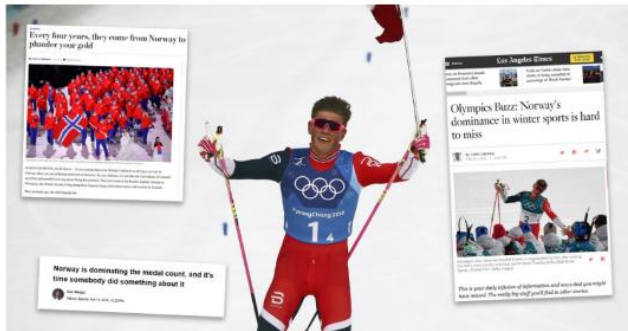
Ingen smørebomb i Vinter-OL 2018

## Han forsvant midt i OL-suksessen: Hvor ble det av Knut Nystad?

Lettere å klage enn å gi ros.

## Utlendingene måper over lille Norge i OL: – Hva driver dere med der oppe?

Med 26 medaljer er Norge på vei mot sitt beste OL. Det har utenlandske medier, utøvere og idrettsledere merket seg.



Anders Rove Bentsen  
Journalist i Pyeongchang

Hans Henrik Løken  
Journalist i Pyeongchang

Jonathan Simchai Hansen  
Journalist i Oslo

Publisert 18. feb. kl. 18:22  
Oppdatert 18. feb. kl. 18:51

## As Medals Pile Up, Norway Worries: Are We Winning Too Much?



A spectator from Norway at the Pyeongchang Olympics watched competition revealed which country had the biggest medal haul. Images: AP for The New York Times



Foto: Terje Bendiksby (Scanpix)

## Slik skal den norske dominansen begrenses

Mannen som selger langrenn internasjonalt mener budsjettak bør vurderes. Men først blir mulighetene til å teste ski redusert. Det kan skje fort.



Anders Skjerdingsstad  
@SKjerdings  
Journalist

Publisert 9. des. 2014 kl. 15:10

Artikkelen er flere år gammel.

## Norge dominerer for mye

Aftenposten

A-magasinet

Osloby

Sport

Meninger

Bli abonnent

**- Ingen andre enn nordmenn vil gidde å se på når Norge vinner alt-Norge er økonomisk dopet i ski-VM**

Norge gjør nesten rent bord i ski-VM og er på vei mot tidenes gullfangst. -En form for økonomisk doping, sier Norges mest erfarne sponsorsjefer.



## FIS: Norsk ski-dominans bekymrer

Nils Mangerød og Ole Kristian Strøm  
13.02.15 09:24 | Oppdatert: 13.02.15 14:58

Norge slår knockout på konkurrentene i sporet og pengebingen



TOTAL DOMINANS: Norge dominerer sporten sportelig og økonomisk. Her jubler Marcin Jo... Les hele

En uke før ski-VM på svensk jord er Norges dominans større enn noensinne. VGs tall viser at de økonomiske musklene samtidig er overlegen konkurrentene. Nå ønsker FIS-topp Jürg Capol pengetak i langrennssporten.

# Olympics PyeongChang 2018

“I’ll sit on a box and drink a beer,” he said, when asked about his plans for the rest of another triumphant evening. “There’s always a new opportunity to screw up in a few days.”

평창 2018

Today's Results

Medal Count

## *Tough Job: Norway's Ski Wax Chief Is Only Noticed When He Fails*

By DAVID SEGAL FEB. 14, 2018



Failure = Fake News

**GOLD = 58**

**MEDALS = 114**



**Pyeongchang – 7 Gold – 4 Silver – 3 Bronz**



**Lahti – 7 Gold – 3 Silver – 5 Bronz**



**Falun – 9 Gold – 2 Silver – 3 Bronz**



**Sochi – 5 Gold – 2 Silver – 4 Bronz**



**Val di Fiemme – 7 Gold – 4 Silver – 5 Bronz**



**Oslo 8 Gold - 4 Silver – 4 Bronz**



**Vancouver – 5 Gold – 2 Silver – 2 Bronz**



**Liberec – 5 Gold – 2 Silver – 0 Bronz**



**Sapporo – 5 Gold – 2 Silver – 5 Bronz**



**Torino – NO GOLD!**

# Chapter 2: The most important thing is not to win, but to participate



stiftelsenvi.no

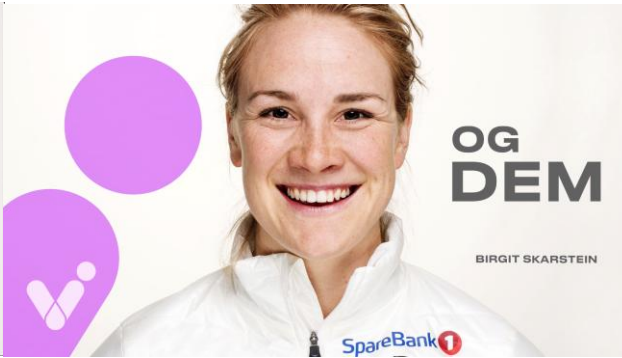


«VI's» mission is to play a major role in giving disabled people improved quality of life, better health, increased self esteem and the opportunity to become more integrated

//



Source: Pictures from Norges idrettsforbund



*«It is not YOU and I, it is US»*



«VI's» mission is to play a major role in giving disabled people *higher quality of life, better health, increased self esteem and the opportunity to become more integrated*

## VI-Introduction

### **Problem:**

**Lower levels of participation in all social structures**

### **Research states:**

- Lower quality of life (40 % satisfied vs 75%)
- Lower health (33% perceived bad health vs 5%)
- Lower mental health (30% difficulties vs 9%)
- Higher discrimination (20% vs 10%)
- Lower self esteem
- **Lower education**
- **Lower employment (40,6 % vs 74 %)**
- Fewer friends – loneliness (19% vs 4%)
- Less social interaction (15% little or no interaction vs 7%)
- More isolated, less social and practical support



Source: Pictures from Norges idrettsforbund

# Disabilities – Main Categories

## Vision Impaired

Missing or reduced vision

*Elite - Paralympics*

1

2

## Physical Impaired

Missing or reduced functioning of legs, arms or hands

*Elite - Paralympics*

3

4

## Intellectual disability

Limitation in intellectual functioning and adaptive behaviour

*Grassroot – Special Olympics*

5

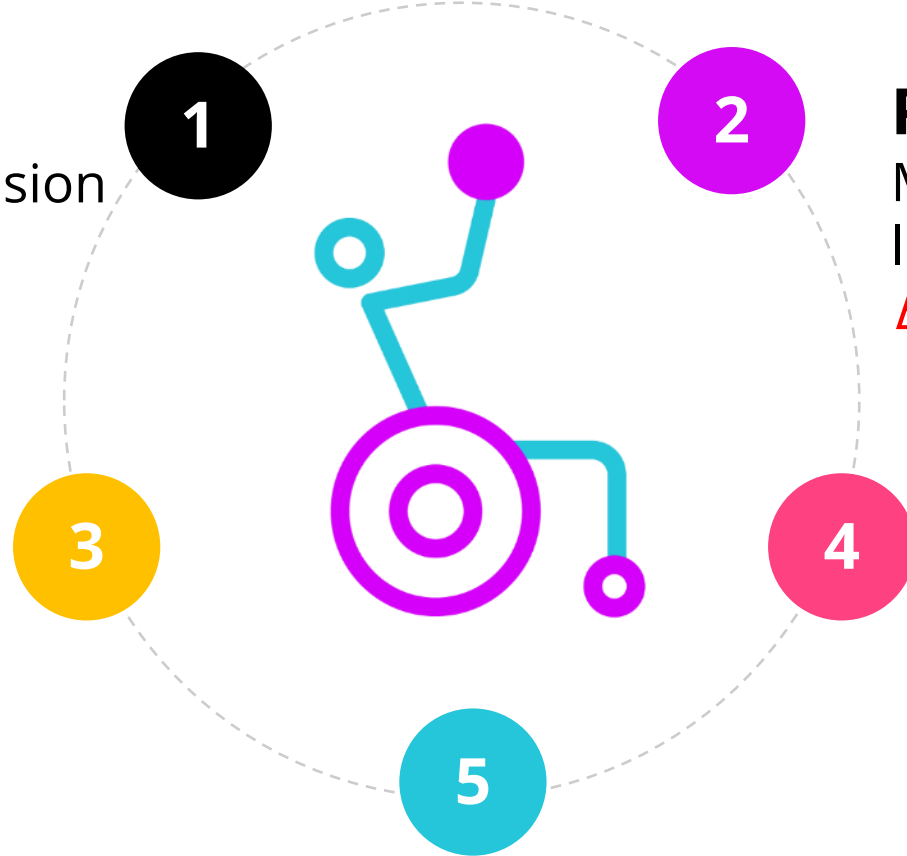
## Psychosocial disability

When a mental illness becomes pervasive and interferes in a person's functioning, thus preventing them from being able to claim their rights or to participate in society.

## Hearing Impaired

Missing or reduced hearing

*Grassroot - Deaflympics*





I woke up one morning in 1992

# Presentation for Yale



How intelligent are really smart people?





**Bjørnar**



**Knut**

## **Exam – Secure your A**

Who has medaled 5 times at the World Championships in sailing?

Who is more popular in Norway?





**Bjørnar**



**Knut**

**With new information – do you want to change your answer?**

**Exam – Secure your A**

Who has medaled 5 times at the World Championships in sailing?

Who is more popular in Norway?



## Chapter 3: One Team achieving together

# THE AKER DÆHLIE BEYOND CONCEPT

ONE TEAM achieving together





## WHY

- / Too many athletes end the skiing career long before reaching their full potential. This is particularly true for women and Paralympic athletes.
- / Not sufficient funding, knowledge, resources and career development opportunities.
- / Lack of clubs and teams including all types of athletes.

Beyond /



**TEAM AKER  
DÆHLIE IS READY  
FOR THE NEXT  
LEVEL**

**WE NAMED IT  
BEYOND**

**BEYOND** gold medals  
**BEYOND** gender  
**BEYOND** borders  
**BEYOND** disability  
**BEYOND** expectations

Because....

**BEYOND** is equality  
**BEYOND** is inclusion  
**BEYOND** is responsibility  
**BEYOND** is community  
**BEYOND** is respect  
**BEYOND** is knowledge  
**BEYOND** is the future

**BEYOND** will help the team identify and solve challenges. Achieving goals and succeeding requires teamwork, where knowledge and experiences are shared.



# Knut Nystad

## CONTACT

Vågedamveien 17, 1482 Nittedal

+47 476 71 113

knystad@hotmail.com

9. Jun, 1970

## EDUCATION

### MBA

University of Denver – Colorado - USA  
1994 – 1996

- Major in Management Information Systems
- GPA: 3.6/4

### Bachelor of Business Adm.

University of Vermont – Vermont - USA  
1990 – 1994

- Major in Management Information Systems
- GPA: 3.6/4
- Class rank: 7/146
- Honorary member: Phi Eta Sigma, Golden Key, Beta Gamma Sigma.
- Dean's List all 8 semesters
- Graduated Magna Cum Laude
- 1994 Business School MIS Achievement Award.

### High School Diploma

Fauske ~~000000~~  
1986 – 1989

- 14x grade 6 (top grade)

## LANGUAGES

**Norwegian** – Native proficiency.

**English** – Fluent in speaking and writing.

**German** – Proficient in speaking, basic proficiency in writing.

## PROFILE

Commercially focused and strategically experienced leader with a deep background in the skiing industry as an athlete, coach, and executive. Proven track record in partnership development, equipment optimization, team leadership, and brand growth. Strong knowledge of the Nordic retail market and international sports landscape, with results spanning World Cups to Olympic Games.

### Key Qualifications

- Experienced in key account and stakeholder management.
- Strong background in equipment performance and retail activation.
- Skilled in building high-performing teams through collaboration and trust.
- Proven success in brand development, marketing execution, and business planning.
- Deep knowledge of the Nordic ski market and seasonal sales dynamics.
- Operational leadership from World Cups, World Championships, and the Olympics.
- Familiar with FIS, IBU, and SRS systems.
- Fluent in Norwegian and English; working knowledge of German.

## EXPERIENCE

### Consultant and Speaker

Knut Nystad AS, 2016 - Present

Advised companies and individuals on concept development, marketing, operations, and workplace well-being. Supported startups in building and scaling business models, and helped established companies identify absenteeism drivers, develop HR strategies, and implement initiatives that improved well-being and organizational performance.

### Team Director

Team Aker ~~000000~~ Lysaker, Norway / 2022 - 2024

Established and led the first private cross-country skiing team, bringing together long-distance, all-round, and Paralympic athletes. Built a team of 7 coaches and 42 athletes from 10 nations, supported by Aker ASA, Active Brands AS, Skimagl AS, and multiple partners. Delivered strong international results, including World Championship medals, with athletes competing at World Championships, World Cups, Ski Classics, Norwegian Cup, and Scandinavian Cup.

Developed and promoted the "Beyond" concept, demonstrating that a strong focus on inclusion, corporate responsibility, and knowledge sharing is a competitive advantage also in high-performance sports.

# Chapter 4: Unemployment

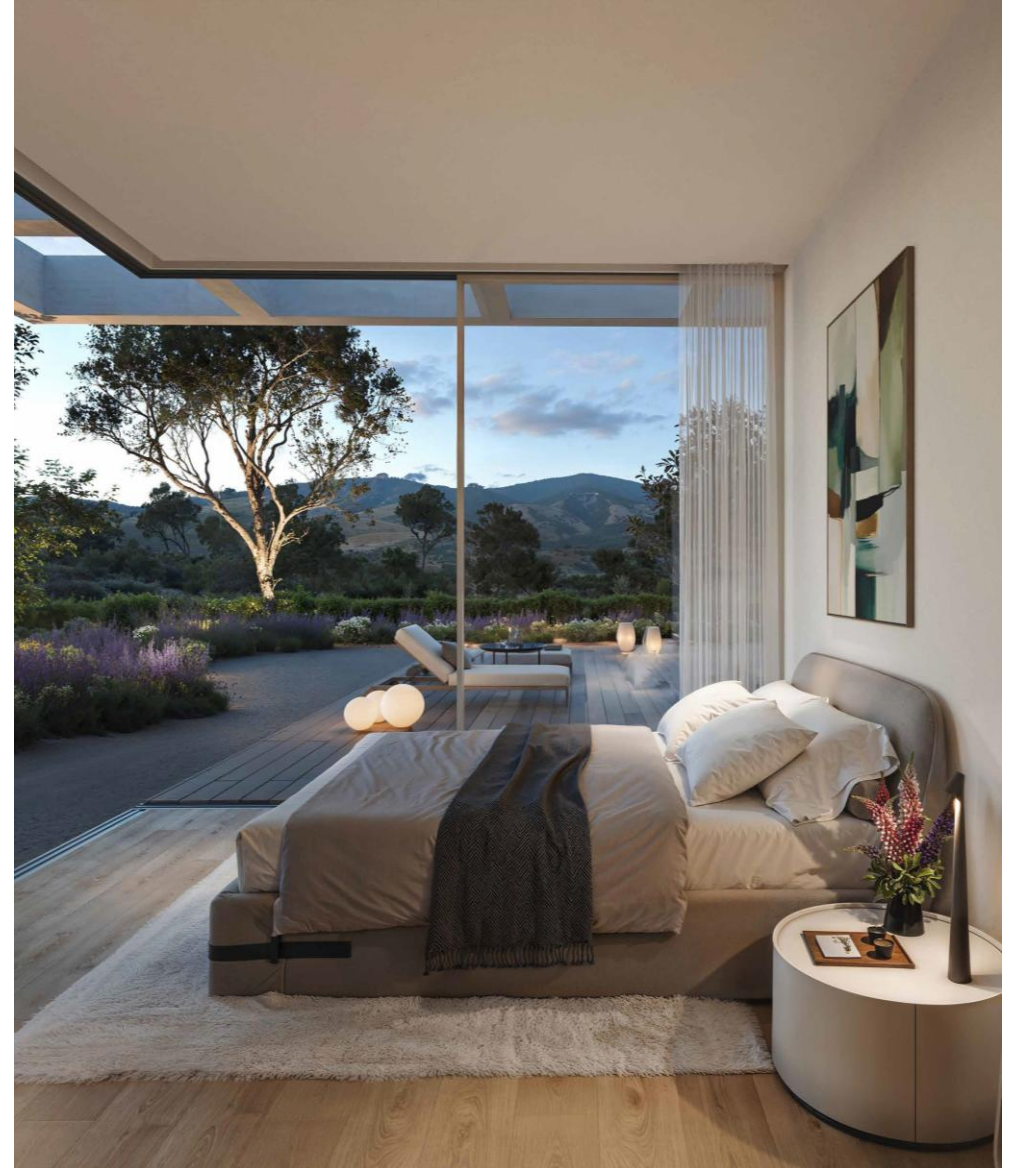
## Realizing you are not a winner

The latest chapter  
Winning is a life in Balance

# SILVES HILLS

[SILVESHILLS.COM](https://silveshills.com)

**INVEGO**  
DEVELOPER



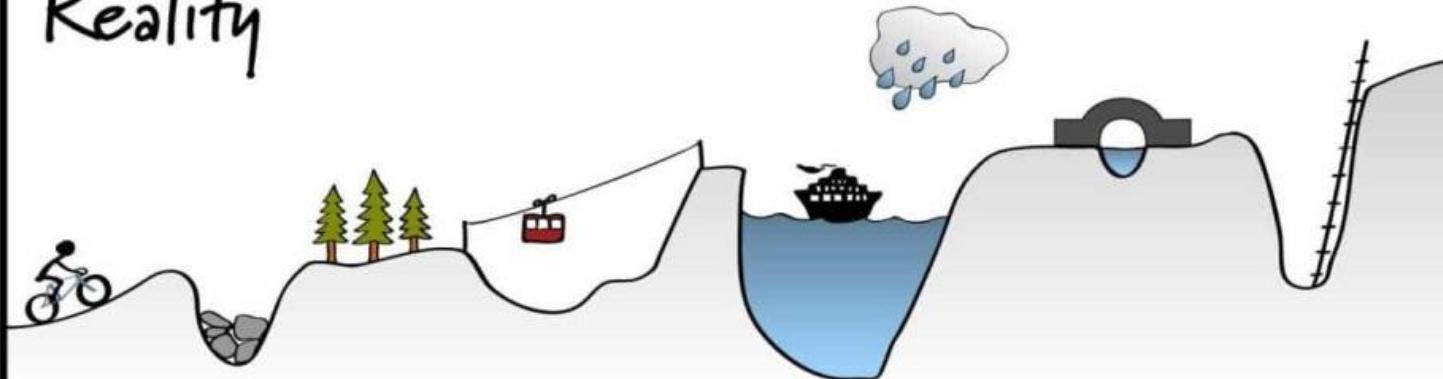
**Did I learn anything  
along this bumpy fun  
and fast ride?**



Your Plan



Reality



Life is short and full of twists and turns – be a good person, take care of your health, smile, learn, adapt and move on!

“The secret of getting ahead is getting started.”

Mark Twain

It is of course  
challenging if  
your  
organization  
looks like this...

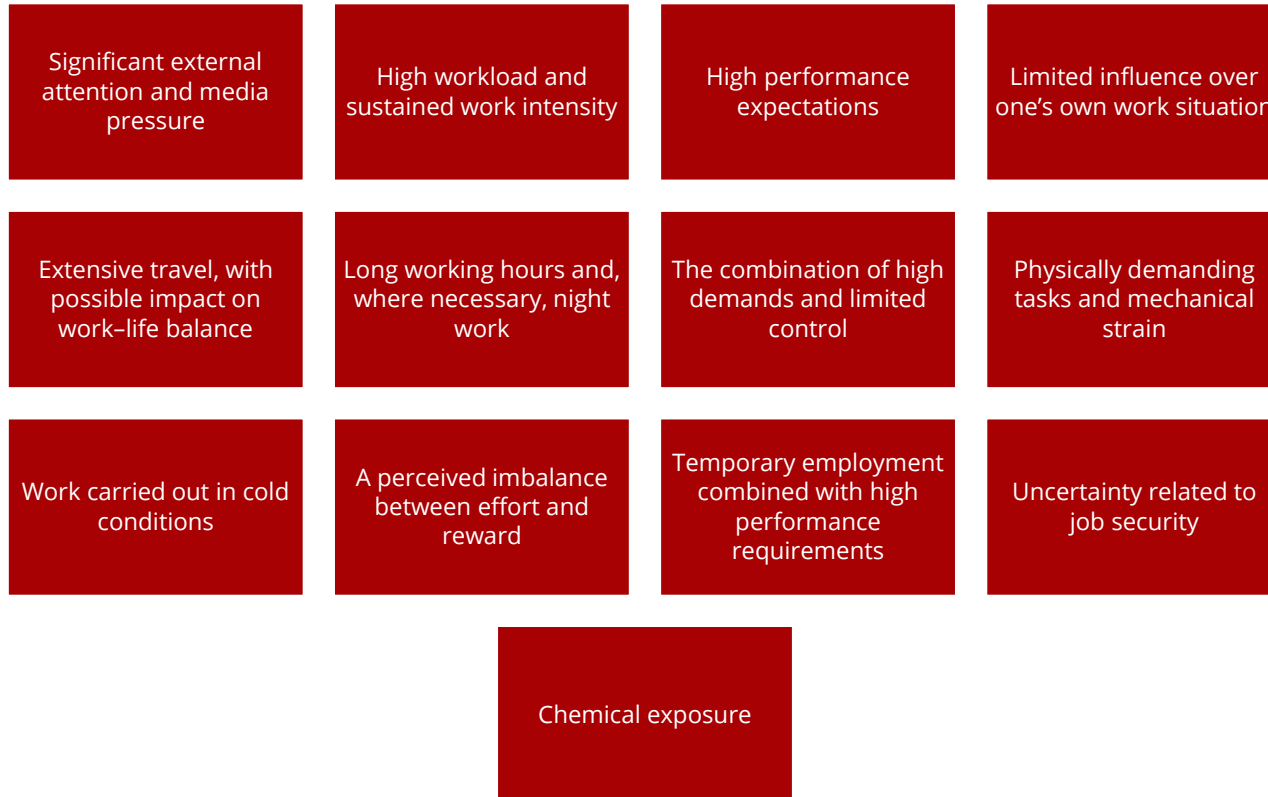
When top level guys look down  
they see only shit.



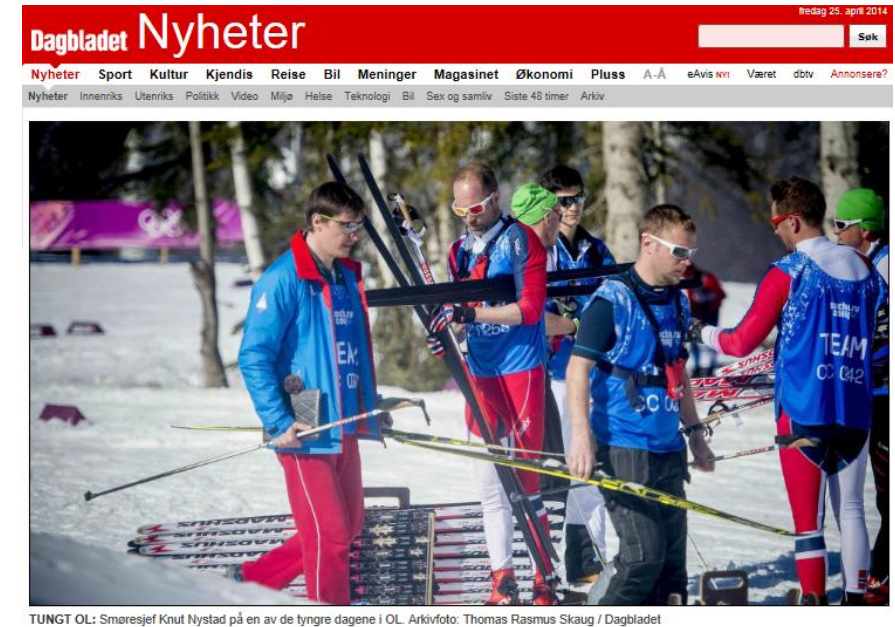
When bottom level guys look up  
they see only assholes.

# Norwegian Ski Federation – Work Environment

Identified key risk factors generally associated with increased work-related health issues and absence

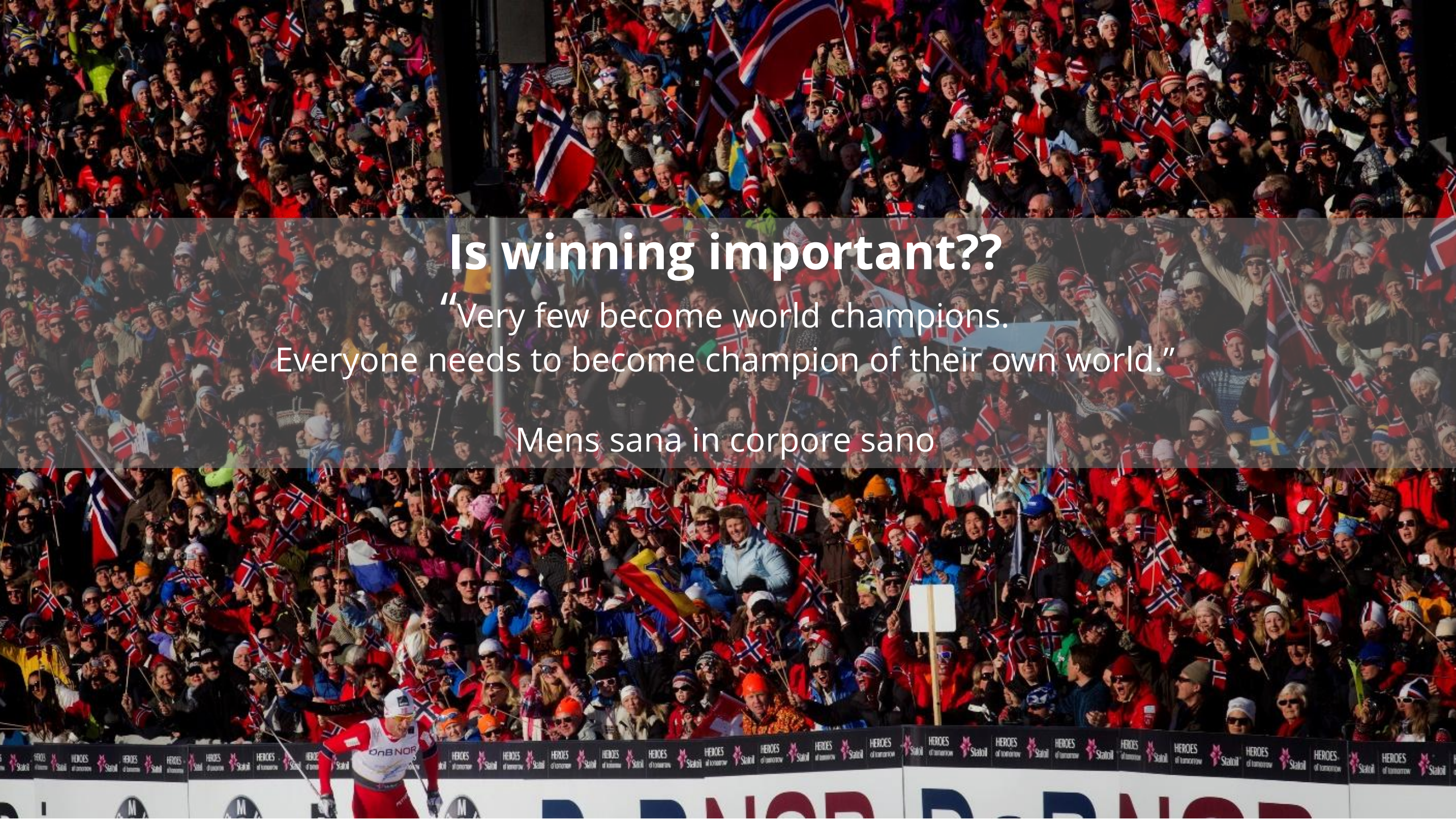


Reality: No or low impact. WHY?



## Statens arbeidsmiljøinstitutt mener skismørerne har Norges tøffeste jobb

“National Institute of Occupational Health claims that service people have the toughest job in Norway”



# Is winning important??

“Very few become world champions.  
Everyone needs to become champion of their own world.”

Mens sana in corpore sano

