

Impulse Quarterly

Edition #3
December 2020



Edition #3
December 2020

Contents.

4

About us

An Outlook into 2021

8

The First Lady

An Interview with Tatja Haenni

- first employee at UEFA fully dedicated to women's football

10

Start und Ziel

By Renato Schatz



ABOUT US

Technological and social changes are causing disruptive shifts affecting individuals, the private sector, regulators and public institutions. They establish new playing fields and call for new business models. Obviously, this concerns the sports ecosystem as well. It is challenged by current developments in society, technology, business and governance, but also by unethical practices within. These challenges come with unprecedented opportunities, as the promise of sports connecting people of different backgrounds remains. As a consequence, actors have to meet their responsibilities in order to maintain relevance and stand for their initial values such as excellence, respect or diversity.

Inspired by this promising but yet uneven landscape, we have founded the Sports Business Club at the University of St. Gallen. Each year, 20 passionate students volunteer their energy driven by the shared vision of intergenerational, interdisciplinary and international dialogue. Together, they organise our annual conference, the Impulse Summit, which format fosters debates that share and create impulses for change in the sports industry. Over two days in both 2018 and 2019, 150 political, business, cultural and other leaders of society from within and outside the sports ecosystem connected with 50 highly qualified students from over 30 universities worldwide to discuss best practices and new ideas. As we mentioned earlier in 2020, we understand the current crisis as the entry into a unique window of opportunity. It's a chance for all those determining the future of Sports to re-think the current system. Hence, we embraced the challenge and proudly conducted our

new digital format, the Impulse Week. From October 26th to 30th, 2020, 10 digital sessions united the thoughts and opinions of more than 150 leaders and challengers across the globe. Especially during times of crisis, forward-thinking minds need to collaborate to evolve within fast-changing situations, which is why the dialogue must continue.

The year 2021 will be no exception, and the work has already begun. United by the same passion, 20 students committed to developing our platform. As a catalyst for shifts within every part of society, the current pandemic has shown the benefits and limitations of remote interpersonal exchanges. Despite travel restrictions, digital sessions allowed to unite people from across the globe and create insights while being more sustainable. But smaller aspects which make for a unique and unforgettable conference experience get lost by the scarcity of human contact. Therefore, we think that hybrid set-ups stand for the future of conferences, and are currently working on developing ours. While the Impulse Summit 2021 should mainly take place in Switzerland, we work on integrating those who will not be able to join us physically.



THE FIRST LADY

An interview with Tatjana Haenni

In connection with the Impulse Week 2020 session on Women, Sports & Money, our two SBC teamies, Enya & Alma, travelled to Zürich to talk with panelist Tatjana Haenni.

With the inauguration of Tatjana Haenni as the first woman on the SFV (Schweizerischer Fussballverband/ Swiss Football Association) management board in February 2020 the SFV President Dominique Blanc stated: Die Zeit ist reif, um ein klares und starkes Zeichen zu setzen. According to Haenni herself, "Die Zeit ist überreif".

Written by Alma Antonia Botten & Enya Dietze

Tatjana Haenni is women's football's first lady.

Appointed the first employee fully dedicated to women's football at UEFA back in 1994, to taking the same position at FIFA in 1999, before entering the SFV management as first woman in 2020, the lady from Bern has during her career in sports business hit an incredible strike in being appointed the first.

However, for Haenni with a background as an IT-consultant, pursuing a career within sports business was not always the priority nor anticipated.

"I would have earned a lot more money if I had stayed working as an IT consultant. But when the opportunity came to work at UEFA in '94' I just couldn't turn down the opportunity. After all, it was my dream."



Lightning Round

Megan Rapinoe vs Ada Hegerberg

Megan Rapinoe

Roger Federer vs Bernhard Russi

Roger Federer (easy)!

Beep test vs Marathon

“May I choose to pass?” Beep Test

Cup Trophy vs League Trophy

Cup Trophy

Best FIFA World Cup memory

2011 FIFA Women’s world cup. The real game changer for female football. The championship really boosted attention for the game and sparked the professionalization of the women’s game.

What is your most memorable moment from a long career as a football player?

I once played for a very decent crowd in Italy with 6k-8k enthusiastic Italian supporters. However, and unfortunately for us, they were more interested in throwing vegetables and yelling at us, than watching the game.

What made you decide to become engaged in the business of women’s football?

When the opportunity to work with women’s football at UEFA came along, I just had to jump on it. From there on, new and exciting opportunities started to pop up as I went along. Little did I know that taking on this first opportunity with UEFA all the way back in 1994, would lead to such a long career advocating for women’s football in sports business.

What would be the first thing you would like to talk about if the BBC called you for a big shot interview?

I would tell the same story. The story about the current structures of our sports organizations and how the majority of these structures are discriminating against women and girls, and oppressing their opportunity to excel in sports. The reason for this being is because the structure only allows for “one size fits all” and focused on men’s sports. In my opinion, on an elite level there is a desperate need of separate plans focusing on the development of men’s and women’s sports separately. The only thing I would have done differently, would have been to engage more senior and important personalities. Like in any other business, people listen to the personalities at the very top. Like Ruth Bader





Ginsburg said: “Fight for the things that you care about, but do it in a way that will lead others to join you”.

In February you became the first woman in the SFV management team, leading the women's football division. Why was taking on this role important to you?

Taking on this role was both a big step and ambition for myself when starting to work at the SFV back in 2018. On the one side because it introduced more gender diversity to the management of Swiss football, which I think is important for success. And on the other side, because this role has taken me to the very forefront of Swiss football, and in particular Swiss women's football. Meaning there is a great responsibility in terms of helping develop women's football in a desirable direction.

With your inauguration the Verbandspräsident, Dominique Blanc said: Die Zeit ist reif, um ein klares und starkes Zeichen zu setzen. What are your thoughts on this statement?

“May I correct you?. Die Zeit ist nicht nur

reif, die ist überreif.” (It's not only about time, the time is well overdue) I think this statement from our president was very clear, and indeed very important. It is crucial for the empowerment of women's position in sports that the leaders of the industry have the courage to publicly express their opinion on these matters. Especially when followed up with concrete actions, it is incredibly powerful and game changing. Our president has been very clear about his opinion which really sets the standard and encourages other decision makers to take action and hopefully sparks a change to the culture in Swiss football, to become more diverse.

Building up and leading UEFA's first women's division back in 1994, what would you have done differently if you took on this role today?

UEFA has changed a lot since my time with the organization, and is today clearly taking the lead on matters concerning women in football. So I wouldn't really say that it's comparable as the work environment and the society has changed so much since then. However, on a personal level I would have told a



younger version of myself to be more patient. The rules of the game are hard to change. You may not like them, but you have to comply with them and understand them. Making progress takes time, but the most effective way of achieving this is by building a broad network and finding yourself sponsors.

Touching upon the current crisis, how do you think corona will change women's sports?

To be honest, not that much has changed from the perspective of women's football, because we unfortunately (or fortunately in this case) don't rely that heavily on the economy. However, as this crisis hopefully further advances the perception of gender equality in society, one might see that people become more open to both engaging and investing in women's football going forward.

Football lives from emotions and spectators' active engagement.

Looking ahead, one development that will be very interesting to follow is how sports is going to engage people if the restrictions on spectators in the stadiums keeps on.

What are the 3 key factors that need to be changed in the sports business industry to strengthen women's position in sports?

1. We need to change the leadership and make it more diverse, with a special focus and experts on women's sport
2. We need to enforce a more economically, money-driven culture in the federations
3. We need to ensure that clear compliance and governance guidelines are enforced.

In a dream scenario, what would be the narrative the world is telling about women's sports (football) in 10 years?

The narrative of women's sports and football will finally be driven by an economical business case, and investors will ask themselves why they did not invest earlier as the segment keeps on growing. Women's football will in the future have more fans, more followers and a way greater economic potential. It will be great to see both women and girls excelling at their sport.

„It is crucial for the empowerment of women's position in sports that the leaders of the industry have the courage to publicly express their opinion on these matters.“



Start und Ziel

By Renato Schatz - Student

*Disclaimer: As this Session at the Impulse Week 2020 was held in **german**, this article will also be in german.*

Am zweitletzten Tag der «Impulse Week» ging es um das Zusammenspiel zwischen Privaten und dem Staat im Sport.

Fränzi Aufdenblatten muss es wissen. Die 39-Jährige war bis 2014 selber Skirennfahrerin. Sie sagt: «Viele junge Athletinnen und Athleten werden von KMU unterstützt. Und diese leiden gegenwärtig extrem.» Vielleicht ist die grösste Schwierigkeit dieser Zeit, diese Paradoxie auszuhalten. Zusammenstehen zu müssen, aber nicht zusammenstehen zu dürfen. Und manchmal auch nicht zu können. Aufdenblatten prognostiziert: «Es wird nicht einfach werden.» Es wird werden. Tempus Futur. Als beginne gerade etwas. Man weiss es nicht so recht. Wo stehen wir? Erst am Anfang? Oder ist die Krise bald vorbei? Man weiss es vor allem nicht besser.

Am Morgen des 29. Oktobers wissen es auch Marc Jörg, Matthias Remund und Marco Züger sowie Moderator David Dellea nicht besser. Sie diskutieren online mit Studentinnen und Studenten über die Auswirkungen dieser Krise. Jörg, Initiator der European Championship, sagt, Vertragspartner würden sich nun plötzlich mit den Pandemiekläuseln am Ende der Papiere befassen. «Das sind Realitäten, die heute da sind.» In diesen Worten liegt noch immer Erstaunen. Auch das ist 2020: Sich zu vergewissern, dass das, was ist, wirklich ist. Manchmal scheint es, als fehle einigen Entscheidungsträgern im Spitzen-

sport diese Vergewisserung. Wenn allen Empfehlungen zum Trotz herumgereist wird. Von einem bedeutungslosen Länderspiel zum nächsten. Für Unbeteiligte mutet es an, als jage man nicht den Bällen hinterher, sondern vielmehr den Millionen. Doch freilich hat auch die Sportindustrie das Recht, wieder weiterzumachen. Zumal diese Branche nach Krisen länger darbt als andere. Sie steht wieder ein bisschen am Anfang, nach dem zwischenzeitlichen Ende im März.

Remund, Direktor des Bundesamtes für Sport (Baspo), sagt: «Nach der Wirtschaftskrise brauchte die Sportwirtschaft – im Vergleich mit der Realwirtschaft – mehr Zeit, um sich wieder zu erholen.» Ausgerechnet der Sport, diese Sisyphussuche nach Superlativen, der die Erholung als Teil seiner Arbeit begreift, regeneriert langsamer als andere Wirtschaftszweige.

Das Baspo schnürte im Frühling präventiv ein Hilfspaket für die Sportverbände. In diesem Jahr schüttet der Bund 100 Millionen Franken für die Sportverbände aus. Im nächsten Jahr noch einmal. Remund spricht von einem «Stabilisierungspaket». Er sagt: «Die Schäden durch das Coronavirus sind höher als die Summe, die wir zur Verfügung stellen.» Entsprechend sei es «kein Vollkaskoprogramm». Vielmehr solle verhindert werden, dass die Kurve nicht noch weiter nach unten gehe. Irgendwann soll Schluss sein, Ziellinie, fertig. Die Zwischenzeit leuchtet rot.



Stabilisierung bedeutet für den Skisport vor allem die Durchführung der Weltcuprennen. Züger verantwortet das Marketing bei Swiss-Ski, er sagt: «Letzten Winter sind wir finanziell noch mit einem blauen Auge davongekommen. Unsere Saison war fast schon vorbei, als das Virus alles lahmlegte.» Nur die finalen Rennen in Cortina d'Ampezzo wurden abgesagt. Der Weltcup ist die wichtigste Einnahmequelle für die Skiverbände. Züger sagt: «Er muss stattfinden, damit unser System nicht zusammenbricht.» Und er findet statt. Nur eben ohne Zuschauer in den Zielräumen.

Vielleicht hilft dem Sport sein Pragmatismus. Nach dem Spiel ist vor dem Spiel. Der deutsche Weltmeistertrainer Sepp Herberger soll den Spruch kultiviert haben. Heute ist er eine Floskel, um sich Vergangenem zu entledigen. Und im Sport kommt das Künftige meist schon bald. Nach dem Spiel ist vor dem Spiel. In anderen Worten: zwischen Ende und Anfang. Sportlerinnen und Sportler gelingt es oft besser, mit Rückschlägen umzugehen, positiv zu denken. Und vielleicht sagt Züger auch darum: «Wir sehen Chancen in der Krise. Und die müssen wir nutzen.» Er spricht von einem «Digitalisierungsschub», von E-Sports-Projekten.

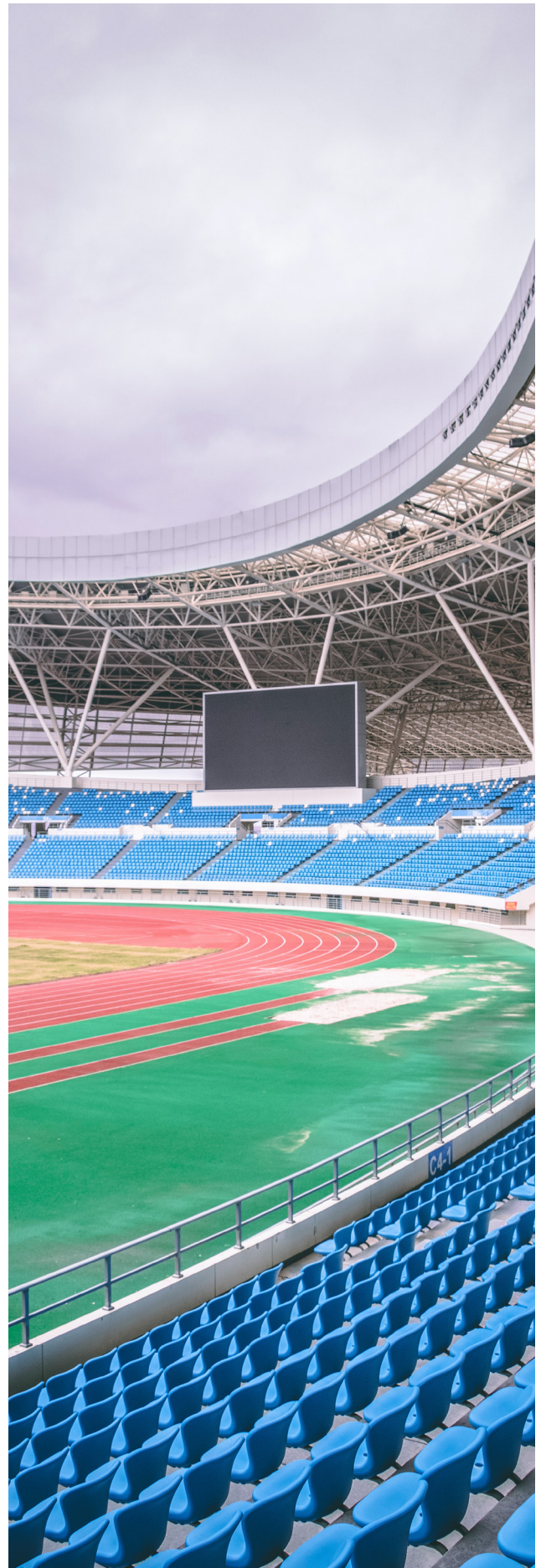
Auch Marc Jörg, Initiator der European Championships, sieht das Positive. Er sagt: «Wir hatten Glück, weil wir die European Championship bisher nicht absagen mussten.» Die nächste Austragung ist für das Jahr 2022 geplant, in München. Doch die Verschiebungen sind folgeschwer. Jörg: «Dadurch, dass die Olympischen Spiele verschoben wurden, kam es zu einer Kettenreaktion.» Um nicht im Schatten des Grosanlasses in Tokio zu stehen. Jörg sagt: «Damit ist das Angebot an Sportevents



2022 sehr gross. Es gibt einen Kampf um Sponsoring- und Broadcasterbeiträge.»

Was wird 2022 sein? Wer den Sportteil der hiesigen Medien in den vergangenen Monaten las, der musste befürchten, dass es 2022 keine Fussballklubs mehr gäbe in der Schweiz. Präsidenten platzierten an prominenter Stelle ihre Hilferufe. Die Zuschauereinnahmen machen etwa einen Drittel des Budgets eines Super-League-Klubs aus. Das bestätigt Remund. Er sagt aber auch, dass die Ausarbeitung von Darlehen in der finalen Phase sei. «Und wenn Darlehen nicht genügen, dann werden – je nachdem – weitere Hilfsinstrumente entwickelt.» Die Politik sei ja «sportfreundlich». Damit dürften A-fonds-perdu-Beiträge gemeint sein. Also staatliche Subventionen. Das wäre allerhand, weil im Schweizer Sport viel von den Privaten ausgeht.

In diesem 80-minütigen Gespräch gibt es mehr Komplement als Kontroverse. Auf den Blättern sagt irgendwann: «Es ist schön, wenn man langfristige Partner hat, die man vielleicht auch kennt, auf die man zählen kann, in guten wie in schlechten Zeiten. Denn der Sport ist ja ein Auf und Ab.» Derzeit geht es abwärts. Ausgang ungewiss.



THANK YOU

Co - organisator:



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Office of Sport FOSPO

Partners:

Allianz 

 **st.gallen**

 **Schöffel**


LOBECO

JUNGvMATT

OCHSNER
SPORT

CREDIT SUISSE 

Kanton St.Gallen
Amt für Wirtschaft
und Arbeit





"We wish you a very Happy Holiday season and a peaceful and prosperous New Year."

- Your SBC-Team

IMPRINT

Copyright

Impulse Network

Publisher

Impulse Network
Dufourstrasse 40
9000 St. Gallen
Switzerland

info@sportsbusinessclub.com
impulse.network

Social Media

@sportsbusinessclubathsg

Sports Business Club at the
University of St. Gallen

@sportsbusinessclubathsg



Impulse Quarterly

Thank you.

