

Impulse Quarterly

Edition #6
September 2021



ABOUT US

Dear sports enthusiasts,

We hope you're healthy and have enjoyed a beautiful summer season.

Across all parts of the organization, the last weeks have been a time of significant developments and accomplishments, and we thank our partners for their exceptional support and feedback. Also, we are happy to welcome two alumni back on board as part of the Impulse Network Management. Following their engagement at the Impulse Summit 2019, both are set to support the Initiative's longevity by engaging in partnership management and legal matters.

Further, we are proud of the work of every involved student in our platform's industry projects. Each platform sets its focal point from which it aims to address the current challenges and opportunities within the sports industry to create valuable impulses for change that are based on the vessel sports, but may be applicable to society in general and are therefore aimed to be holistic, global and system-theory based. The projects were crowned with success, set impulses we are looking forward to presenting later during the years and raised the attention of major industry players. We will present our upcoming projects this fall with companies such as McKinsey in this edition and encourage you to learn more.

The Impulse Program has continued its team efforts towards this year's Impulse Summit and is entering the challenging last weeks ahead. On October 28th, 2021, we look forward to fostering the intergenerational dialogue between exclusive Experts and selected international stu

dents to set new impulses for change in and around the sports business industry. Ahead of this year's implementation, we will cover nine topics that will be thematised onsite during our current Countdown Campaign. Hence, we look forward to the inputs of some Impulse Program members as they challenge the status quo and raise the question, „What if...“. We are happy to share the first essays in this edition and urge you to follow our social media channels to gain new perspectives and engage in insightful discussions.



Julien Petat

HEAD OF NETWORK



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CONTENTS

4

Generation Z Needs New Heroes

One of our Impulse Program members inquires into why Gen Z sports fans identify with athletes more than teams, and the implications for the future of sponsoring.

6

The Commercial and Social Responsibility Trade-off

Another Impulse Program member urges sports organisations to converge, rather than oppose, their seemingly competing public and commercial purposes.

14

Impulse Network platform projects

This is your chance to join our Impulse Network industry projects!
Find all the information you need to apply.



Generation Z Needs New Heroes

The rise of the athlete above the team

An accurate understanding of the environmental dynamics and how they manifest as market trends is crucial to long-term survival in any domain of business. One aspect strongly shaping the environment in the sports industry is the set of differences in the behaviors of Gen Z, compared to previous generations. Many of those are well-documented; Gen Z is more digital, attends fewer live events, prefers shorter content and tech-related products. I would like to inquire into another fascinating trend that will heavily impact the future of value creation in sports sponsoring, which is the higher place of the individual athlete, over the team, in the minds of young fans today.

This is only a recent development, of course, and I will attempt to inquire into its reasons, to provide an entry point to understanding how deeply rooted sports is in culture, and therefore the importance of managing it correctly.

Industry experts have suggested that individual athletes' brands have surpassed those of teams and leagues because Gen Z mostly identifies with the name on the back of a jersey, no matter what team they play for. Indeed, many sports stars have more social media followers than the organizations they play for. Cappabianca (2020) explains that young sports fans are looking for "inspirational, yet relatable" role models, and that has made athletes into new-age celebrities.

This is consistent with research by ScientificInquirer (2020) showing that people largely appreciate individual dominance more than collective success.

It is evident that social media plays a great role, providing athletes with the opportunity to build their own brand, communicate directly with fans, and control their own image. But there seem to be deeper psychological and cultural reasons as well.

The theory of social identification partly explains why people see their sports teams as extensions of themselves, and thus why sports fandom is so emotional. It seems that players and their fanbases have become the new center of identification, and this could be because they now have a more stable identity than teams. One might interpret this as a mirror of society at large, as globalization has caused a breakdown in community loyalty and a bigger emphasis on the career of the individual.



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Looking deeper into the culture, today's athletes could be partly filling a void left by the secularization of Western society. Communities tend to form identities through cultural heroes, and we might be compensating from their absence by fabricating new ones, in star athletes. After all, competitive sports were born from a tradition of reenacting heroism, back in ancient Greece (Reid, 2016).

Clarifying the cultural roots of this shift will allow sports sponsors to understand what kind of stories capture fans' emotions, and how that can be leveraged for value creation.



Brian de Korodi
IMPULSE PROGRAM



What If...

International sports federations start pursuing a wholly commercial, rather than public purpose?

Imagine a world where sports scandals like the recent attempted launch of the Super League or doping frauds occur in an increased frequency and scale. A world where sports federations and local sports clubs switch their primary purpose of promoting and developing sports at all levels to a purely money-driven objective.

Grassroot sports and all the associated benefits like social inclusion increased health, promotion of equality and cohesion in the local communities would come short as the main profits are generated at the professional level through sports consumption.

According to a study from Rossi et al. (2020), the current development towards increased commercialisation in grassroots

sports indicates that 35.3% of non-profit sports clubs already feel threatened by commercial sports providers. Consequently, non-profit grassroots sports providers are pressured to create competitive value propositions and independent revenue streams to survive economically. Thus, sports participation's fairly public and inclusive nature would be surrogated by exclusive and more cost-intensive access to physical activity.

Do we really want to neglect the social role of sports and risk our well established "sports for all" philosophy as well as all the other benefits grassroots sports incorporates?



However, fortunately, we see a more optimistic picture in the current sport system and its development. Probably the most popular sports organisation, the International Olympic Committee, follows the goal of “building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.” (IOC). The IOC, with its enormous revenues of almost 6 billion USD between 2013 and 2016, mainly generated through broadcasting and marketing rights, re-invest 90% of these resources into the sports system to support athletes and develop sports worldwide. Moreover, our modern sports system displays enough best-practice organisations which simultaneously build sustainable revenue streams and sustain their traditional social role.

Consequently, this whole discussion should not be regarded under the dilemma that sports organisations can follow either an economic or a public purpose. The main focus should lie on frameworks that enable sports organisations to be economically successful, independent and innovative while preserving their social role. To put it into the words of Ralph Straus, the Commercial Director of the Fédération Equestre Internationale: “Converging the public function with the economics of the sport provides an opportunity for sustainable income streams based on real consumer needs, within the framework of the sport. In other words, look at the sports business side to remain relevant and look at the public function to remain a sport and safeguard its integrity by good governance. Many rights holders, including the IOC, successfully follow this model.”

This statement perfectly highlights the importance of commercialisation in the sports sector, as public sports organisati-

ons can only develop their organisational structures, governing role and relevance in the sports ecosystem by being strong and economically successful.

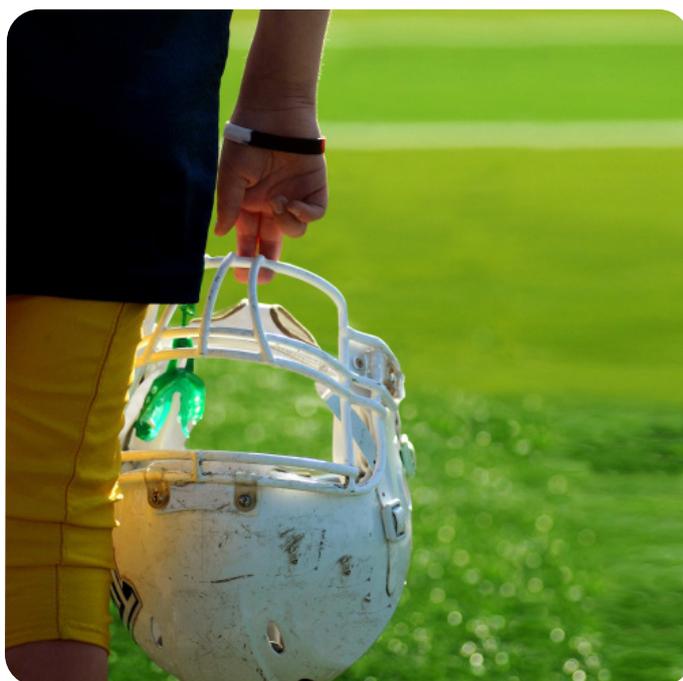
To put it shortly, we need to empower sports organisations with the necessary tools to be efficient and economically prosperous in order to enable the pursuit of their public purpose. Our sports system depends on strong and successful sports organisations and good governance that protects the global integrity of sports.

Let's talk about the professionalisation imperative in sports organisations and the value of a competent and diligent workforce at our Impulse Summit 2021. In an interactive, intergenerational discussion, we are elaborating the key factors for sustainable success in sport organisations and address the question: How can sports organisations be economically successful while keeping the integrity of sports intact?



Lukas Hermann

IMPULSE PROGRAM



Impulse Summit 2021

Presentation

The current global crisis has exposed the fragility of the sports ecosystem and therefore underlined the need for an independent discussion platform to enter a unique window of opportunity. Thus, following the last year's remote implementation, we are reviving our unique format of an intergenerational and content-driven exchange between leaders in and beyond the sports business and international students. The fourth Impulse Summit will take place on the 28th of October 2021 in the Würth Haus in Rorschach, where we bring together 65 exclusive experts from politics, business, civil society and academia and 35 well-chosen students to discuss future risks, chances and the role of sports in a fast-changing society.

This year's overarching topic of the Impulse Summit is „Lessons Learned“, where we invite sports industry leaders and international young talents to reflect on their personal experience from the last challenging year and beyond. By sharing unique insights and taking in innovative ideas from critical thinking, creative minds, impulses for change in the sports industry are generated.

In 20 interactive sessions covering the most relevant challenges in the sports industry, the participants can expect a day full of profound discussions and insightful experiences with like-minded peers. The Sessions address topics focusing on our three platforms Politics & Governance, Business Innovation & Digitalisation and Society & Social Responsibility which also set the main framework for this years' Impulse Summit program.



Impulse Summit 2021

Formats



Stage Session

On stage, we aim to feature our key speakers as well as use the platform for our own content delivery as we can address the highest number of participants simultaneously. The Impulse Summit is traditionally opened by a key speaker.



Impulse Session

The Impulse Sessions are what makes our conference truly unique. In these smaller sessions with three industry experts, three global talents, and one moderator, we aim to create an eye-level exchange between experts and the next generation.

Other participants are invited to join the discussion passively, ask questions, and expanding their horizons by gaining new insights.

Join the discussion

With the success of our online format in 2020, we have decided to make parts of the Impulse Summit 2021 publicly available.

All Stage Sessions and three highlighted Impulse Sessions will be available through a live stream. Stay tuned for speakers and more information on the sub-topics of #lessonslearned.

Be part of the discussion and sign up now!

<https://form.jotform.com/SportsBusinessClub/streaming-sign-up>



PLATFORM PROJECTS

Leave your mark in the sports industry

Our Impulse Network platforms are based on our 3 core topics. Each platform has its own focus point where we address current challenges through our industry-projects to make a lasting impact in the sports business. With that, each team member gains practical experience through our project partners and develops real-life skills besides their studies.

We are looking for students to join our fall-projects

**Data-driven analytics
for the Impulse
Network Global Risk
Report**



**(GER): Benchmarking
in der Talentförderung**



**Concept and process-
design of a technology
radar in football**



**Co-Created Article in the
McKinsey & Company
Sporting goods report**



**Valuation of
data-driven fan
engagement platforms**



Who are we looking for?	You	Duration?	1 Semester
Time commitment?	10%	Language?	DE/EN

Apply and get more info on our website: <https://impulse.network>

Interested in becoming an Industry Partner?

For all questions please reach out to: enya.dietze@sportsbusinessclub.com

Startup Selection 2021

As a run-up to this year's Impulse Summit, we will also be organizing its annual Startup Selection, in collaboration with SporttechX, which will be held on October 14th.

The contest gathers six international sports startups, two investors, one partner, and SporttechX in a 90 minutes online session. This year's edition will revolve around the topics Sleep & Nutrition, NFTs, and Governance & Technology.



Sleep & Nutrition

This topic aims to push startups to offer personalized services through technology to individuals regarding their sleep and nutrition habits in an effort to provide access to a healthier lifestyle as well as better performance in the competitive sphere.



NFTs

We aim to draw attention to the potential applications NFTs have to offer for the sports industry. Through innovative ideas, startups have the opportunity to revolutionize the sports industry and bring it one step closer to the digital world.



Governance & Technology

Contribute to tackling the problem of governance in the sports industry. By using technology to improve governance and thus reflect the values that the industry believes in, companies and governing bodies in the sports industry may take a step forward.





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Publisher

Sports Business Club at the Uni-
versity of St. Gallen
Dufourstrasse 50
9000 St. Gallen
Switzerland

info@sportsbusinessclub.com
impulse.network

Contact

Nico Lamprecht
nico.lamprecht@sportsbusinessclub.com

Social Media

@ impulse.network.hsg

@ Impulse Network

@ sportsbusinessclubathsg



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Thank you.

