

# Approach for sustainable sponsoring – A Code of Conduct to connect sustainability and sponsoring

A whitepaper by the Impulse Network



# ABOUT

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**Create - Connect - Educate** The Impulse Network is a student-driven, not-for-profit movement founded to create impulses for change in the sports industry. From the base in St. Gallen, we are committed to connecting political, business, cultural and other leaders in society to drive change on a global and regional level. In everything we do, we strive to educate and demonstrate outstanding entrepreneurship through the students involved in our initiative — and all of this with moral and intellectual integrity. Furthermore, we aim to help and prepare young talents for a career in the sports industry. The Impulse Network platforms are based on the core topics concerning the initiative. Each platform sets its own focus point from where 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 of sports. The different platforms that the Impulse Network offer are: Input and Responsibility, Activities, Projects, Events and a Mentoring Program.

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# ABSTRACT

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The relevance of sustainability rises. From trends in society opportunities for organisations arise. While the relevance and untapped potential of sustainability for different businesses differs, there seems to be increasing benefits of a structured process for sustainability. While many organisations have developed ideas to foster sustainability, there is a long way to go to reach the prominent SDGs set by the UN in 2015.

Organisations want to foster sustainability in the first place to deal with key risks in the next 10 years including but not limited to water crisis, climate change, extreme weather events, food crisis and social instability. Such developments can endanger organisations, because of the consequences for established business models.

The untapped potential of a sustainable approach beyond preventing stated risks includes business cases behind sustainability and sustainable sponsoring, supported by research. Building on the increasing relevance of sustainability, businesses promote sustainability to leverage untapped potential in at least 5 ways. 1.) Facilitate top line growth, 2.) reduce costs, 3.) reduce regulatory and legal interventions, 4.) drive employee productivity uplift, and 5.) optimise an organisation's investment and capital expenditures.

As organisations have found ways to deal with their direct touchpoints with sustainability to tackle the mentioned risks, they can start to look at rather indirect fields of impact in their wider spheres of operation. A field in which no framework or structured approach exists yet relates to the field of sponsoring. The perspective of existing sustainability frameworks can be integrated to derive an actionable code

of conduct for sustainable sponsoring. By doing so, four broad dimensions were identified, contributing to increase accountability and enhance transparency on their contribution to sustainable development: 1.) Economic, 2.) Environmental, 3.) Social and 4.) Governance. In turn, each dimension can be differentiated in three to five sub-dimensions which in turn are framed through several KPIs.

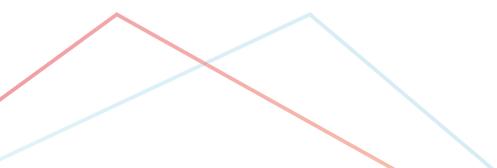
Concerning methodology, the project team conducted the project in a two-pronged approach. First, an extensive research of the status quo in approaches, benchmarks, and available code of conducts, assessments and frameworks in sponsoring and sustainability was conducted. Second, a code of conduct (i.e. framework) was framed based on both research findings and expert interviews.

In this regard one critical factor for a structured sustainable sponsoring approach is a thorough assessment. A possible measurement process for the four dimensions could be implemented on a scale from 1-10, resulting in an overall score of sustainability in sponsoring. Nonetheless, there are at least three challenges on the way to implement a Code of Conduct for Sustainable Sponsoring: 1.) transparency for the gathering of information from sponsored organisations, 2.) final specification and agreement for a framework, 3.) comparability of organisations' sustainable sponsoring ambitions. Thus, the gathering, assessment and comparison of data for all partners across the sponsorship landscape are the challenge. To meet such challenges and to establish a final overarching version of a code of conduct for sustainable sponsoring, a cooperation between organisations with different viewpoints and requirements must be stimulated.

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# The importance of sustainability

Sustainability has become a topic of central importance for society as a whole and businesses. In the following report, we understand sustainability as defined by the United Nations “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” As of today, there are about 140 developing countries seeking measures to meet their development needs. Given that understanding, sustainability refers to environmental along with societal and economic concerns, and can also encompass the aspect of governance when considering the organisational level. While sustainability plays a greater role, the relevance differs depending on the specific industry and business operations. For example, the importance of sustainability has been driven by heightened social, governmental, and consumer attention on the broader impact of corporations. In this context businesses that sell goods directly to consumers need to deal with a greater demand for sustainable operations and products. In contrast businesses that sell B2B and/or businesses that operate in rather digitised industries might not have to respond to an increasingly shifting customer request. Having said that, there are plenty of businesses that have already been dealing with the increasing trend of society for greater sustainability in general.

A field in which progress has been attained refers to the supply chain, including suppliers and logistics. The majority of businesses developed frameworks and approaches that allows them to fulfil international standards, enabling sustainable supply of their goods across their extensive supply networks.

This paper introduces a first draft and ideas to foster a Code of Conduct for sustainable sponsoring.

First, the topic of sustainability is introduced as a starting point. Second, the overarching goal of a “sustainable” organisational approach is outlined. Specifically, the untapped potential of a sustainable approach including concrete business cases of sustainability and sustainable sponsoring is emphasized, supported by various research studies. Based on this foundation, the development of a sustainable sponsoring approach with a code of conduct for sustainable sponsoring is introduced with the four dimensions Environmental, Social, Governance and Economic. Fourth, an approach to measure Code of Conduct for sustainable sponsoring. Last but not least, challenges for the implementation of a Code of Conduct for sustainable sponsoring are outlined.



# Connecting sustainability and business

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A field, in turn, in which progress and structured approaches still need to be implemented is the field of sponsoring. The lacking approach for sustainable sponsoring has many roots. In history, sponsoring started as an agreement with the basic idea to exchange the visibility of an organisation's brand with monetary equivalent. Just in the recent past sponsoring has increasingly developed towards a field in which sponsoring is not just an exchange, in simple terms, of visibility versus money, but a more profound cooperation. Such a cooperation at a wider scope can lead to a more thorough collaboration, allowing to drive progress in fields such as sustainability. Furthermore, the lacking approach for sustainable sponsoring makes sense when considering the timeline in which progress in sustainabi-

lity can happen. First, organisations deal with understanding sustainability, their connection to sustainability and possible fields and actions to drive their own progress. Second, once an organisation attained an understanding of its own connection to sustainability it can look beyond its own backyard. As organisations have been increasingly dealing with the first step, their own sustainability, they can slowly look at possible connections beyond its direct field operations. As sponsoring deals with partners from various industries beyond its own scope, they can slowly start dealing with further improvements. Thus, sustainable sponsoring is a field that gets more and more attention by businesses that have succeeded in understanding their role of sustainability in the first place.

## Business case of sustainability and sustainable sponsoring

Organisations do not foster developments in relation to sustainability for its own sake. While sustainability is a trendy topic that has - in many regards - arrived at the center of societal attention and action, a better approach for sustainability requires a reasonable business case. There will presumably be rather few organisations that will invest in progress in sustainability if there is no return or advantages of such investments. An approach for sustainable sponsoring could be worthwhile for organisations. Such a systematic way to conduct sustainable sponsoring could provide specific added value in several areas.

One the one side environmental risks pose threats to organisations' business models. The perception and understanding of such risks are supported by extensive research. For example, the World Economic Forum's Global

Risks Report 2016 reveals a survey in which participants state several risks to be of high concern in the next 10 years. The top-5 risks in this report include a scarcity of water, a change of climate, extreme weather events, food crisis and profound social instability. Thus, the main message is that developments in society and the environment can endanger organisations, because such changes can have consequences for their established business models. In other terms, organisations need to operate in stable economies. Growing inequality, climate and water risks are threats to their established models and possibly to some of their geographic markets. The top 5 risks highlighted in WEF's Global Risks Report align with the Sustainable Development Goals (SDGs) of the United Nations. These risks, among others, are vital to address to protect established supply chains and markets.

# The impact of ESG on equity returns

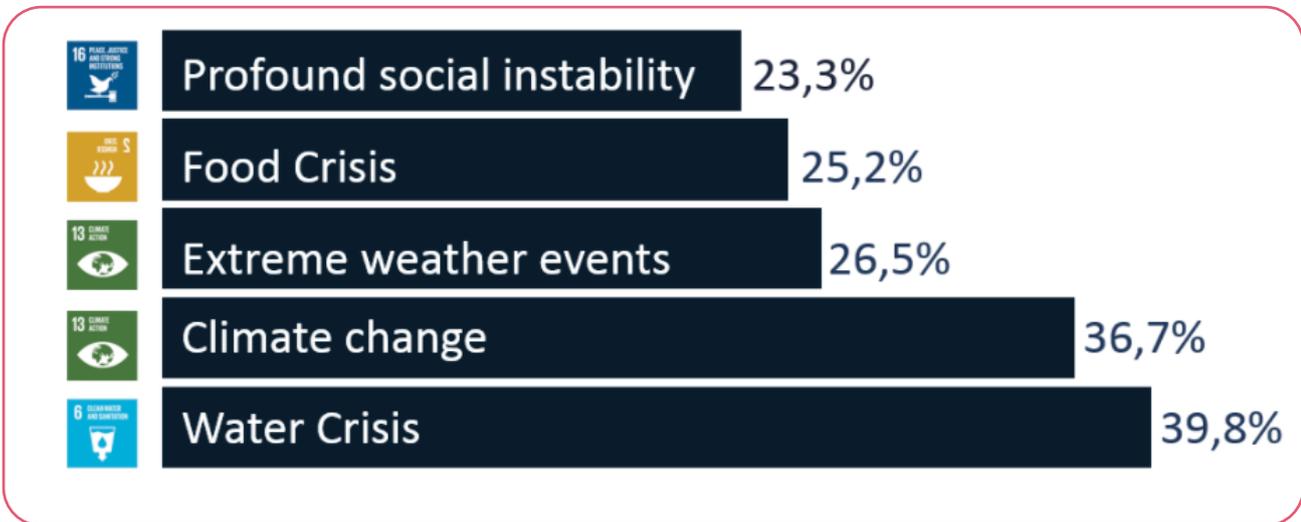


Figure 1: Percentage of participants stating risk to be high concern in next ten years

On the other side the existence of a positive return of an organisation’s strong focus on topics across “Environment, Social, Governance” (ESG) is supported by research.

For instance, a meta-study investigated the connection between ESG and financial performance, published in the Journal of Sustainable Finance & Investment. Aggregated evidence from more than 2000 empirical studies, the researchers found 63% positive and 8% of negative findings of studies that conducted research on the impact of ESG propositions on equity returns.

Thus, this meta study found that two thirds of the considered 2000 studies found a positive impact, whereas 8% found a negative impact. This result supports a possible positive business impact of an organisation focused on “ESG”. The hypothesis based on studies such as the one conducted by Gunnar Friede, Timo Busch & Alexander Bassen (2015) support the view that companies that focus on ESG concerns do not experience a drag on value creation, but rather the opposite.

Furthermore, there is the increasing sensitivity and demand of consumers for sustainable products or for businesses that are perceived as focusing on operating sustainably while considering the respective conditions and boundaries of the respective industry.

A report shows a third of consumers prefer sustainable brands. The international study by Unilever emphasizes that a third of consumers (33%) are choosing to buy from brands based on their social and environmental impact. The study’s findings confirm the public’s high expectations of brands when it comes to having a positive social and environmental impact. Further the results uncover an unprecedented opportunity for businesses that get it right. More than one in five (21%) of the people surveyed said they would actively choose brands if they made their sustainability credentials clearer on their packaging and in their marketing.

This provides a potential untapped opportunity of €966 billion out of a €2.5 trillion total market for sustainable goods.

# What can ESG do for businesses in the long-run?

Building on the increasing relevance of sustainability, businesses promote sustainability to leverage untapped potential in at least five ways. First, businesses can create value through sustainability by facilitating top line growth. For instance, a focus on topics across ESG can pay back due to consumer preferences as customers are willing to pay to “go green.” Research has shown that upward of 70 % of consumers surveyed on purchases would pay an additional 5 % for a green product if it met the same performance standards as a non-green alternative. Nearly half (44 %) of the companies surveyed identified business and growth opportunities as the impetus for starting their sustainability programs (in multiple industries including the automotive, building, electronics, and packaging categories). Second, focus on sustainability can help reduce costs. Among others, executing ESG effectively can help combat rising operating expenses (e.g. raw-material costs and true cost of water or carbon), which can affect operating

profits by as much as 60%. Similarly, a significant correlation between resource efficiency (the amount of energy, water, and waste used in relation to revenue) and financial performance was found. Third, greater sustainability can contribute to reducing regulatory and legal interventions for an organisation. A stronger external-value proposition can enable companies to achieve greater strategic freedom, easing regulatory pressure. Strength in ESG helps reduce companies’ risk of adverse government action. Typically, one-third of corporate profits are at risk from state intervention, depending on the respective industry. Fourth, an effective ESG strategy can drive employee productivity uplift. The relationship in this regard is multifaceted. An organisation’s strong proposition was found to correlate positively with employee’s job satisfaction and connection. In turn, the latter does have a positive correlation with company productivity and shareholder returns.

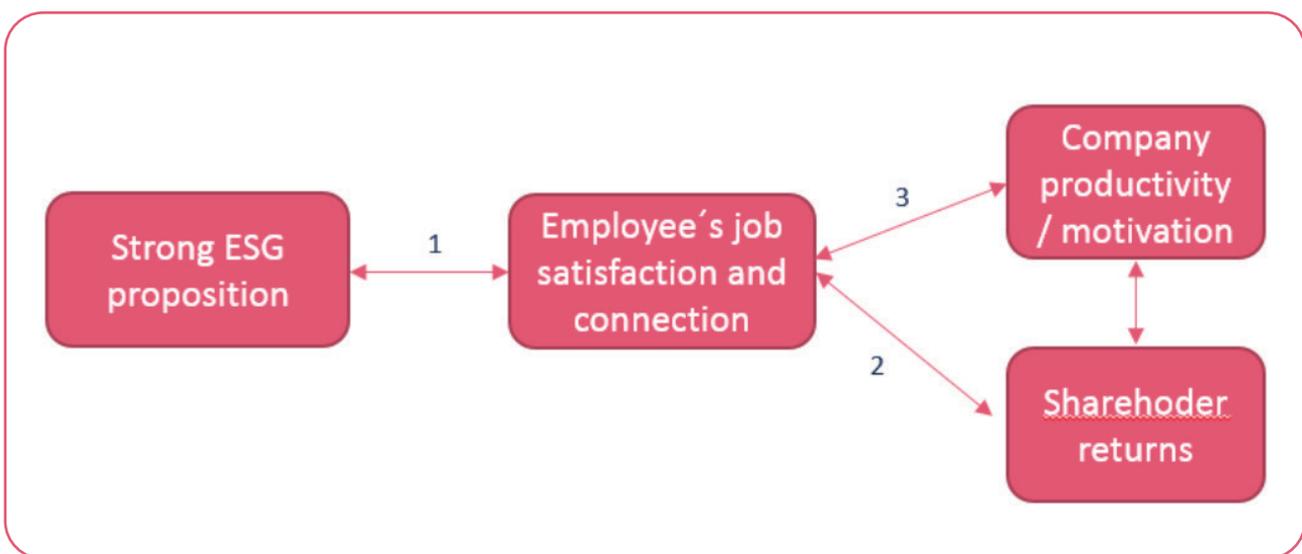


Figure 2: Outcomes of a strong ESG proposition

# What can ESG do for businesses in the long-run?

Fifth, sustainability can have a positive impact on an organisation's investment and capital expenditures optimization. One way to get ahead of the future curve is to consider repurposing assets. When it comes to ESG, a do-nothing approach is usually an eroding rather than a straight line. Continuing to rely on energy-hungry plants and equipment can for example drain cash going forward. While investments to update operations may be

substantial, choosing to wait it out can be the most expensive option. The rules of the game are shifting: regulatory responses to emissions will likely affect energy costs and could especially affect balance sheets in carbon-intensive industries. And bans or limitations on such things as single-use plastics or diesel-fueled cars in city centers will introduce new constraints on multiple businesses.



Figure 3: Outcomes of a strong ESG proposition II

# Establishing a structure for sustainable sponsoring

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The development of a structured approach for sustainable sponsoring requires extensive efforts. An initial look at existing frameworks for sustainability as a whole makes sense to get a clearer idea of sustainability in general. In this regard various concepts, guidelines and ratings evolved in the recent past in response to the growing relevance to address sustainability (see chapter 1). They attempt to provide a helping hand and assess efforts made in regard to sustainable development. Exemplary guidelines include but are not limited to the ESG (Environmental, Social and Governance) categories, ISO standards, GRI and MSCI.

The most prominent framework to promote sustainable development are certainly the 17 Sustainable Development Goals (SDGs) set by the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015. They provide a shared blueprint for peace and prosperity for people and the planet. The SDGs are an urgent call for action by all developed and developing countries in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

## Dimensions for a Code of Conduct for sustainable sponsoring

Based on such general approaches to foster sustainable actions, one can consider a more cohesive connection between sustainability and sponsoring. As of now, there are no approaches to implement a Code of Conduct for sustainable sponsoring. Hence, this paper integrated the view and contents of existing frameworks in sustainability in general to derive a Code of Conduct that can serve as a framework for sustainable sponsoring. In doing so, four broad categories, i.e. dimensions, were identified: 1.) Economic, 2.) Environmental, 3.) Social and 4.) Governance.

These 4 dimensions help understand an organisation's outward impact on the economy, environment, and society, contributing to increase accountability and enhance transparency on their contribution to sustainable development. Each dimension can be differentiated in three to five sub-dimensions (see figure 4.), which in turn are framed through several KPIs. Hence, overall there are three layers ranging from KPIs to sub-dimension to overarching dimension.

# Dimensions of sustainability relevant for sponsoring

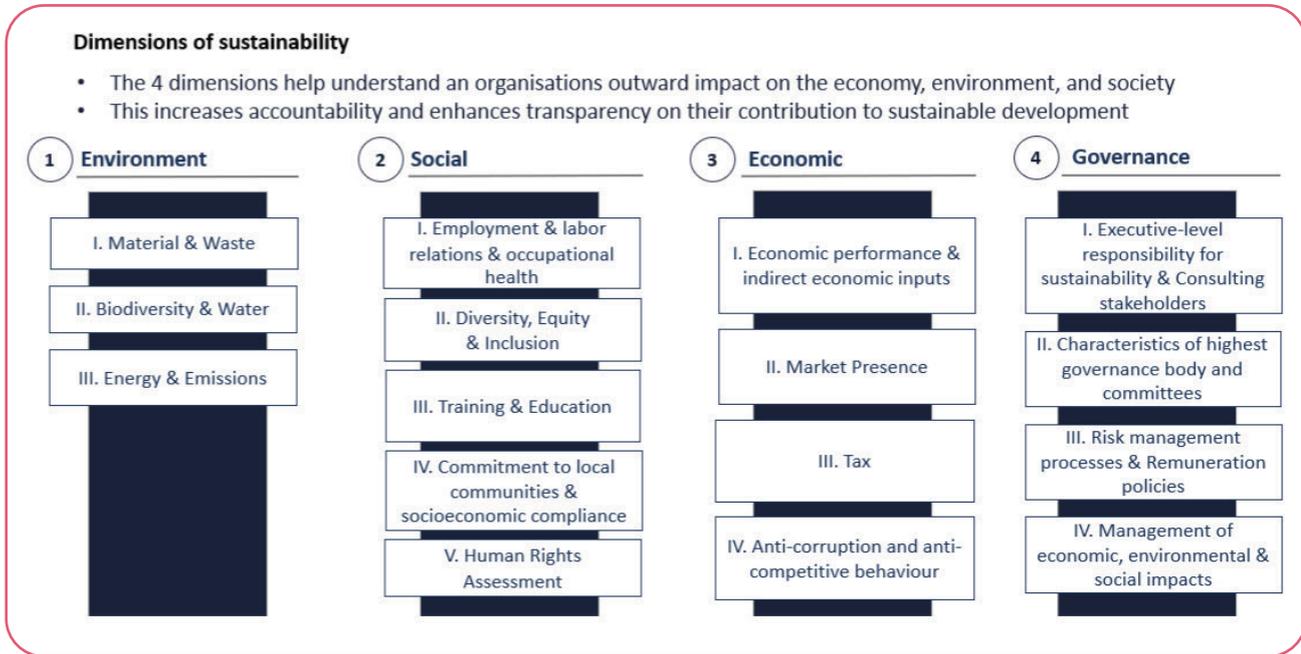


Figure 4: Dimensions of sustainability

First, the dimension Environment concerns itself with creating an environmentally sustainable future and decreasing the overall climate impact caused by the organizations to combat climate change and promote environmental responsibility. It encompasses three sub-dimensions. The sub-dimension material and waste includes all items that are used by the organization itself or its members and the way the after-use is regulated.

Second, sub-dimension biodiversity and water deals with the impact that operational sites have on its direct surrounding environment in terms of nature and its inhabitants. The sub-dimension energy and emissions includes the overall consumption of energy but also the degree of reusable energy sources used and the effects of greenhouse gas emissions. Figure 5 depicts an exemplary breakdown of a sub-dimension into three specific KPIs.

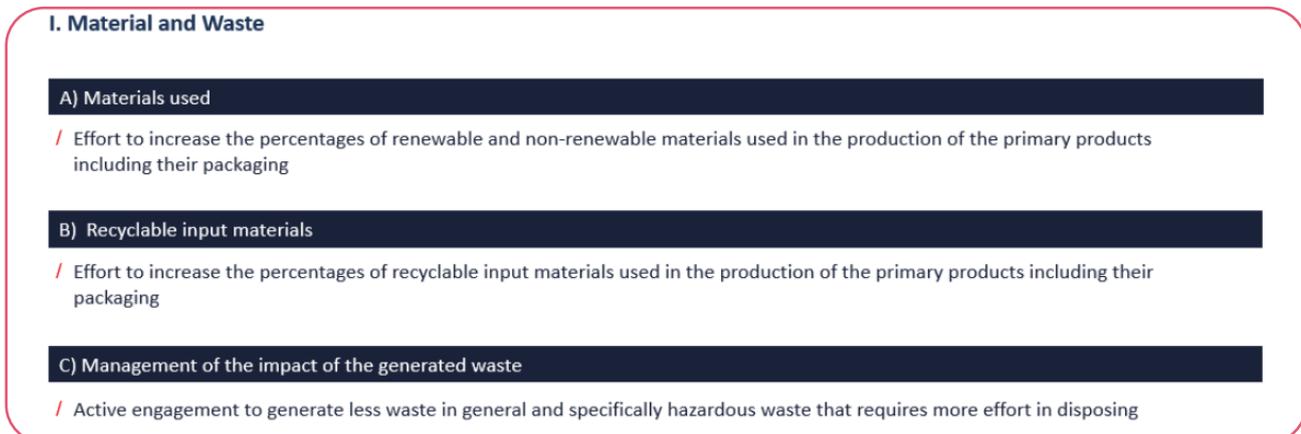


Figure 5: Sub-dimensions of material and waste

# Dimensions of sustainability relevant for sponsoring

Second, the dimension Social includes human rights, labor standards in the supply chain and more routine issues such as adherence to workplace health and safety. A social score also rises if a company is well integrated with

its local community and therefore has a 'social license' to operate with consent.

The social dimension can be broken down into five sub-dimensions (see figure 6).



Figure 6: Sub-dimensions of the Social dimension

The economic dimension refers to an organisation's economic direct and indirect performance and inputs, local market presence, tax contribution and anti-corruption and anti-competitive behaviour.

The first sub-dimension economic performance & indirect economic inputs integrates all direct economic value generated, financial assistance from the government and infrastructure investments. Market presence, as second sub-dimension, refers to how an organisation is rooted in the local community. Tax deals with an organisation's approach to and transparency with taxes. The fourth sub-dimension anti-corruption & anti-competitive behaviour includes risks related to corruption, training about anti-corruption, incidents of corruption and actions for anti-competitive behaviour.

The first sub-dimension economic performance & indirect economic inputs integrates all direct economic value generated, financial assistance from the government and infrastructure investments. Market presence, as



Figure 6: Sub-dimensions of Economic dimension

# Dimensions of sustainability relevant for sponsoring

The dimension Governance helps a company to sustain an effective business, manage goal-setting and reporting processes, strengthen relations with external stakeholders, and ensure a sustainability strategy across the organisation. There are four sub-dimensions within the Governance dimension.

First, executive-level responsibility for sustainability & Consulting stakeholders refers to an organization's executive-level responsibility and consulting stakeholders. Second, the sub-dimension

characteristics of highest governance body and committees concerns itself with the characteristics of highest governance bodies. Third, risk management processes & Remuneration policies deals with risk management processes and remuneration policies of the organisation. Fourth, Management of economic, environmental & social impacts includes the general management of economic, environmental and social impacts on the organisation and its surroundings.



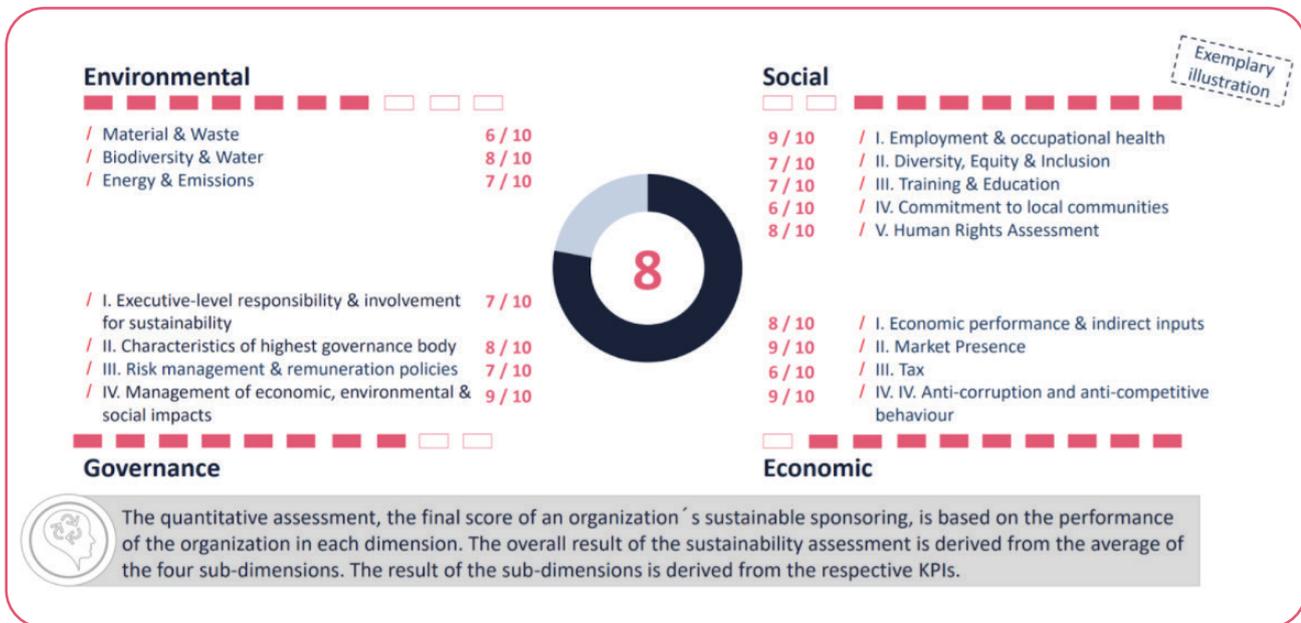
Figure 6: Sub-dimensions of governance

# Scoring sustainability - a practical example

## Approach to measure Code of Conduct for sustainable sponsoring

In the long run one of the most critical factors for a structured approach for sustainable sponsoring requires a thorough measurement process. A possible approach for the measurement of the defined criteria across the 4 dimensions could be made on a scale from 1-10, resulting in an overall score of sustainability in sponsoring. The quantitative assessment, i.e.

the final score of an organization's sustainable sponsoring, is based on the performance of the organization in each dimension. The overall result of the sustainability assessment is derived from the average of the four sub-dimensions. The result of the sub-dimensions is derived from the respective KPIs.



Example of a quantitative assessment for the final score of an organization's sustainable sponsoring

# More dialogue needed to establish a common frame

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## Challenges for the implementation of a Code of Conduct for sustainable sponsoring

There are clear challenges on the way to make sponsorship more sustainable. The greatest challenges relate to the question, how a framework can be applied. Specifically, there are three main challenges that need to be tackled. First, there must be transparency, i.e. credibility, in relation to the gathering of information from sponsored organisations. Second, the measurement process itself remains challenging. A final specification and agreement for a framework and criteria must be attained. Open questions include but are not limited to the relative relevance of criteria. Third, in order to implement an overarching code of conduct, a comparison of an organisation's sustainable sponsoring to other organisations must be possible. Said that, the gathering of data, the assessment of the data and the comparison

of data for all partners across the sponsorship landscape are concrete challenges.

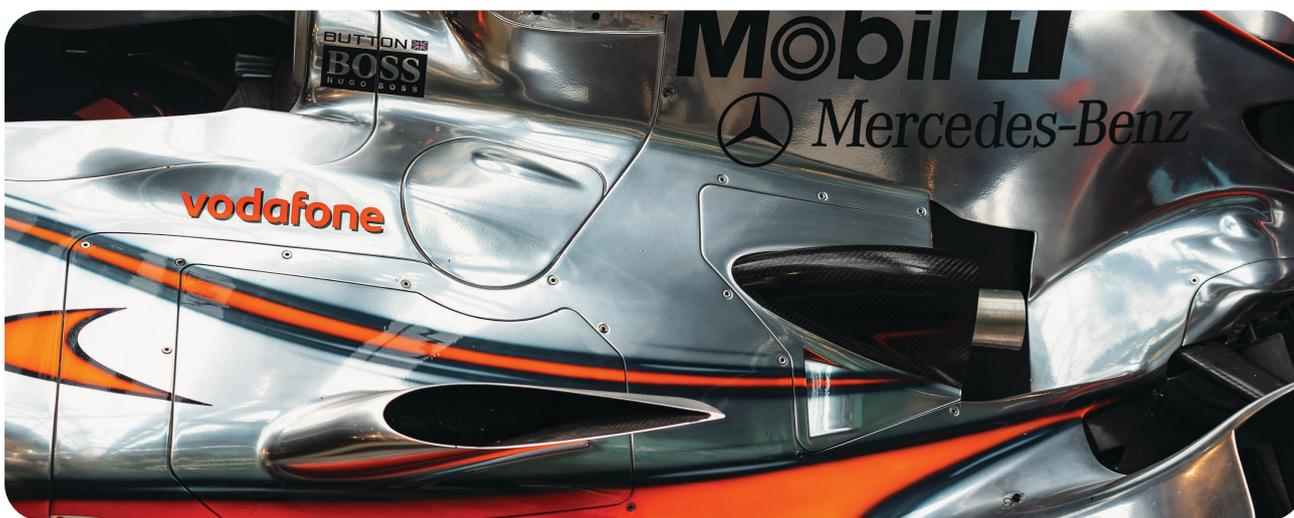
In order to meet such challenges and to drive progress towards a more sustainable sponsoring, the focus on a common code of conduct that meets the heterogenous settings (i.e. industries), size and business models needs to be found. What is more, a cooperation between several organisations with different viewpoints could be stimulated to establish a final overarching version of a Code of Conduct for sustainable sponsoring. Not least, the integration of a third party could be worthwhile to manage the integration of such heterogeneous viewpoints. Frequent exchange and workshops can help to understand common problems and to find solutions.



# A long way to go - what is next?

An agreement and cooperation of several parties with a relevant and wide-ranging voice appears of great importance to foster a management process driving progress for a Code of Conduct for sustainable sponsoring. Such a structured approach needs to be set up in at least two steps. On the one side the theoretical framework has to be set up that – as stated above – integrates the heterogeneous viewpoints of various organisations. Building

on such a foundation, the first draft of a Code of Conduct has to be tested in action, and be adapted and improved step by step. Such a process of iteration could be divided in various testing phases and be conducted in an agile way, hence adapt during the development according to the feedback by the responsible people, involved organisations, experts, and the market.



## Outlook

In this paper, we dealt with the connection of two areas, sustainability and sponsoring. While the topic of sustainability and sponsoring are relevant topics on its own, the connection between them could grow in the years ahead. As of now, there are first attempts to integrate aspects of sustainability in sponsorship. Yet, there is no structured approach with a framework of code of conduct that serves an overall guideline for entire industries or several organisations. Presumably, this will change in the years ahead as there are first attempts to drive progress in this field. In this research paper, we presented the status quo of work across the intersection of sustainability and sponso-

ring. Based on the the research and available frameworks and guidelines in sustainability in general, we suggested a structured approach with a framework for sustainable sponsoring. This approach is a first step on the long way to drive progress in the field of sponsoring towards a greater integration of sustainability. Further investigations and in particular testing phases with feedback from organisations trying to implement such approaches are needed. Hence, our presentation of the status quo and our suggested approach can serve as first orientations on the way towards a more thorough connection between sustainability and sponsoring in the long run.

# New ventures in sight

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We - the Impulse Network - would like to thank the project for their ambitious and engaged work on this project. Driving intergenerational dialogue with content created by the next generation is key to foster change and innovation in the industry.



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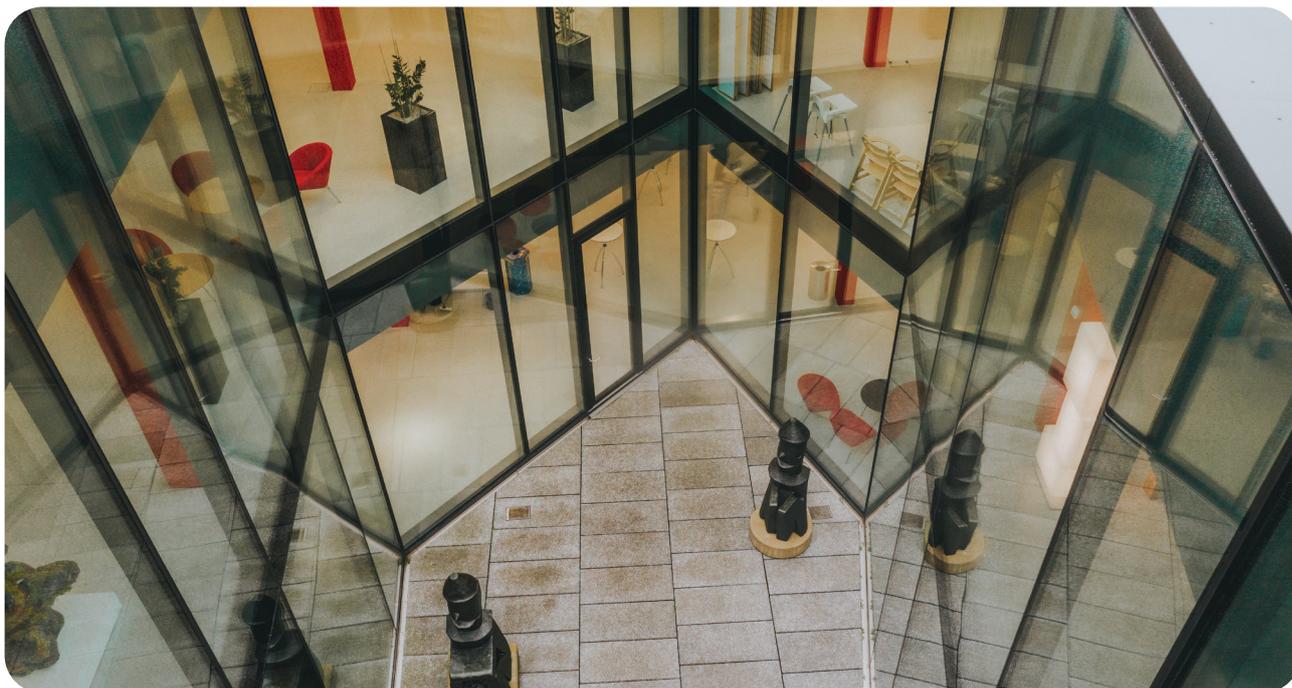
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