



SPORTS BUSINESS
ACADEMY
BY WHU



SPOAC Sports Business Study 2018





FOREWORD

 Dear readers,

We are very pleased to present the third edition of our annual SPOAC Sports Business Study. The year 2017 was more disruptive for the sports business sector than any other. Streaming services like DAZN and major multi-national digital companies like Facebook powerfully entered the market of sports rights. Driven by new TV contracts, sports leagues continued to obtain record sales, and football became more than ever before the subject of geopolitical policies. This was accompanied by a fundamental shift in consumer behavior, especially among the younger generations, which poses unforeseen challenges for the entire sports business.

Following up on the SPOAC Sports Business Study 2017, which looked at the Digital Millennials born between 1980 and 2000, we went one step further in this year's edition. We will now focus on the „Generation Z / Post-Millennials“ born in this millennium, which will shape our society and also the sports business in the coming years. Those who think that the Digital-Millennials pose a challenge in their expectations, in their way of life and in their consumer behavior, the post-millennials promise to be more difficult. Welcome to the disruptive world of digitization!

The decision-makers in our industry must take this new generation of consumers seriously. We need a new outlook because the past vision will no longer suffice. We have to say good-bye to supposedly universal laws and conventional wisdom (e.g. „sports will always be successful“). The research results are clear: business models for professional sports must be reconsidered and rethought, otherwise we are going to lose Generation Z. What worked for Digital-Millennials, will not work for Generation Z. Understanding this, we will report the findings of this year's SPOAC Sports Business Study and give recommendations for action.

Despite all the early warning signals from Generation Z for the sports business sector, our sentiment index in 2018, similar to the years before, makes us hope for a continuation of general growth. Executives in the sports business expect further growth in all sales catego-

ries. Digital media, sponsorship and hospitality are considered to be particularly promising. However, overall TV and merchandising revenues as well as general daily turnover show lower growth expectations compared to the previous year.

As always, we generated our results from surveys of investors, executives, and sports industry professionals. In addition, in cooperation with Nielsen Sports, we carried out a representative survey of 3000 people in Germany.

We hope the SPOAC Sports Business Study 2018 can constructively contribute to the discussion of industry challenges and solutions, and we welcome any feedback.

Sascha L. Schmidt
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SPOAC – Sports Business Academy by WHU

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IN BRIEF: THREE CENTRAL IMPLICATIONS FOR THE HEADS OF SPORTS BUSINESS

Photo: iStock Photo

The SPOAC Sports Business Study 2018 questions three key assumptions that are taken for granted in many boardrooms of the sports business.

① 1st assumption: Sports will always be successful!

While among Digital Millennials (19-35 year olds) this assumption was still at least partly true, our results show that for people of Generation Z (14-18 year olds*) sports have become even less interesting. Post-millennials can access unprecedented entertainment offerings, so sports is no longer mandatory when it comes to leisure time. The Decision-makers from the sports industry overestimate the sports consumption of post-millennials both in the digital space as well as at sporting events like in stadiums. New ways must be found to motivate post-millennials to more sports consumption and to draw their attention away from omnipresent offerings like Netflix, Spotify & Co., for example.

*survey only possible without the assistance of a legal guardian after the age of 14 (see Figure 7).

② 2nd assumption: Professional events never die!

The assumption was that if people watch or consume football, they consume professional football. According to our findings, this assumption is also no longer correct. In addition to entertainment offerings like Netflix, Spotify & Co., the importance of amateur sport events is rising for Generation Z. For post-millennials, amateur sports is a serious competitor to professional sports – especially in football. According to our survey results, post-millennials are more likely to attend amateur than professional football events. This is not the death of professional football necessarily, but certainly suggests that clubs and sponsors need to identify new opportunities to reach Generation Z early on.

③ 3rd assumption: Superstars are the most important factor to attract people!

In times of social media influencers with extremely high follower numbers on platforms like Youtube, Instagram and Snapchat, boundaries blur between sports stars, everyday heroes and people who do not even know why they have gained prominence. For the decision-makers from the sports industry, superstars are currently still the main-drivers for the digital sports consumption of the post-millennials. But our results show the opposite! Stars no longer play a special role for post-millennials. Features such as “distraction from everyday life” and „tension“ become more important as drivers for sports consumption, while superstars fade further into the background.

Despite clear future challenges to capture the hearts and minds of Generation Z, this year’s sentiment index shows that the executives of the sports business continue to be very confident. They foresee positive developments in all major sales categories. But, decreasing growth dynamics, already recognizable in last year’s study, should be taken seriously. On the other hand, confidence in terms of growth in digital media revenues through new internet streaming services like sporttotal.tv or DAZN, is not misplaced. There is a mixed assessment of future commercial sales. While sponsoring opportunities in other sports according to decision-makers continue to grow, the development of merchandising sales compared to last year is already less positive.

Managers should be responsive to these different developments within the respective sales categories, be prepared for the industry changes and fundamentally rethink, adapt or even discard business models so as not to lose touch with the upcoming generation of consumers.

SPORTS CONSUMPTION OF POST-MILLENNIALS: A PARADIGM SHIFT IS ON!



S This report focuses on comparing the assessment of decision-makers from the sports business sector with the reported sports consumption behavior of post-millennials. 210 decision-makers were asked to rate post-millennial sports consumption and to assess their motivations to consume sports. They were asked about post-millennial consumption via digital media (like streaming) and analog sports events (like stadium visits) in the amateur and professional sector – each in their own sport. To assess actual sports consumption behavior of post-millennials, a representative survey of 3000 persons was conducted in Germany. The results indicate that for the sports business sector: desire and reality diverge.

SPORT WILL ALWAYS BE SUCCESSFUL!

A typical week for the post-millennial sports enthusiast might include catching a Champions League game, watching a long winter sports day on public television, and a stadium visit with a season ticket on the weekend. Or at least most decision-makers in the sports business industry think that. Our survey results show, however, that the time spent by post-millennials consuming sports via digital channels or attending a sporting event is significantly overestimated. This is true for football as well as for other sports. The overestimation is particularly apparent for professional sports events that take place in a stadium or sport facility. Decision-makers from football and other sports estimate that post-millennials attend a sporting event 1.5 times a month. In reality, post-millennials attend less than one event per month (0.6 visits a month) (Figure 1).



Photo: iStock Photo

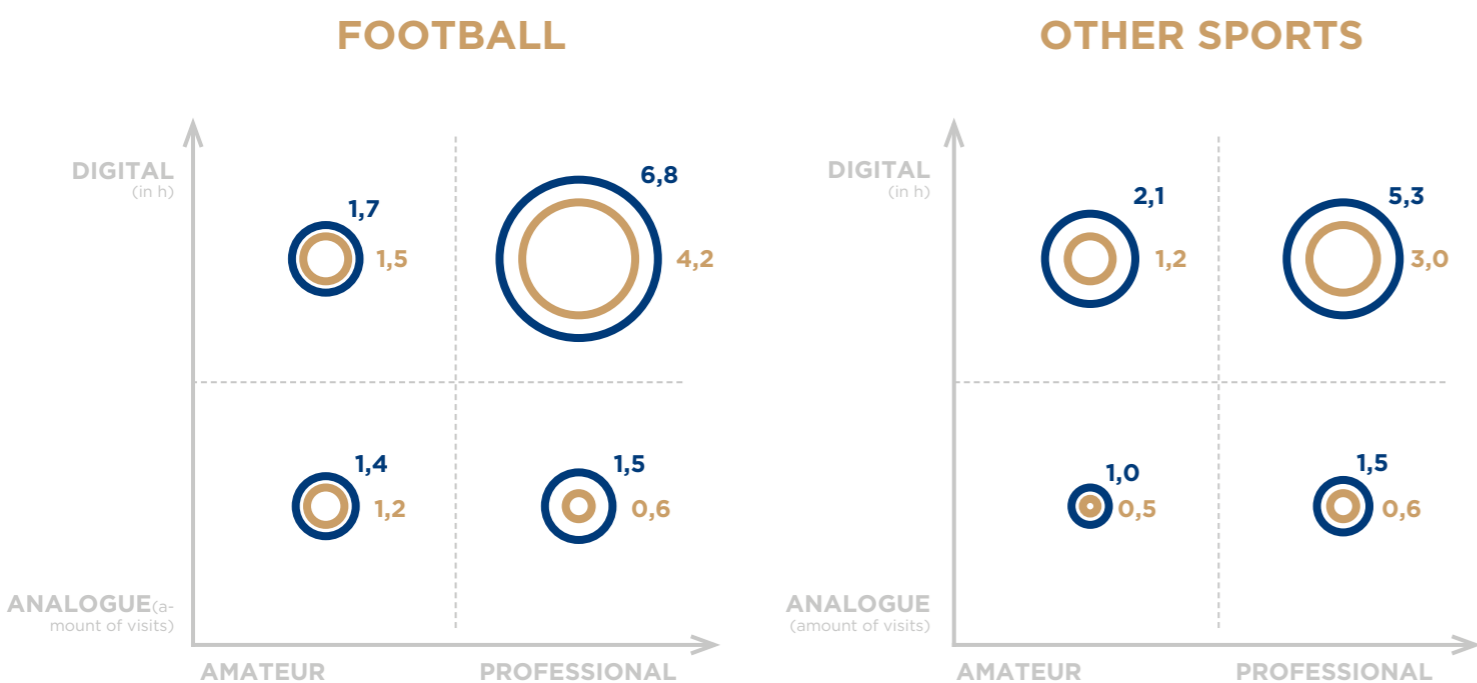
There is also a clear difference in the perceived and actual digital consumption of professional sports. While the decision-makers think the post-millennial's weekly consumption of professional football averages 6.8 hours, the actual consumption is roughly 4.2 hours. For other sports, the discrepancy is also significant. Decision-makers from sports such as basketball, tennis or alpine skiing also overestimate the digital sports consumption of post millennials by more than two hours a week.

SPORTS CONSUMPTION: DECISION-MAKERS VS. POST-MILLENNIALS

ASSESSMENT OF DECISION-MAKERS AND ACTUAL CONSUMPTION (POST-MILLENNIALS) FROM DIGITAL AND ANALOGUE PROFESSIONAL AND AMATEUR SPORTS

FIGURE 1

○ Generation Z
○ Decision-makers



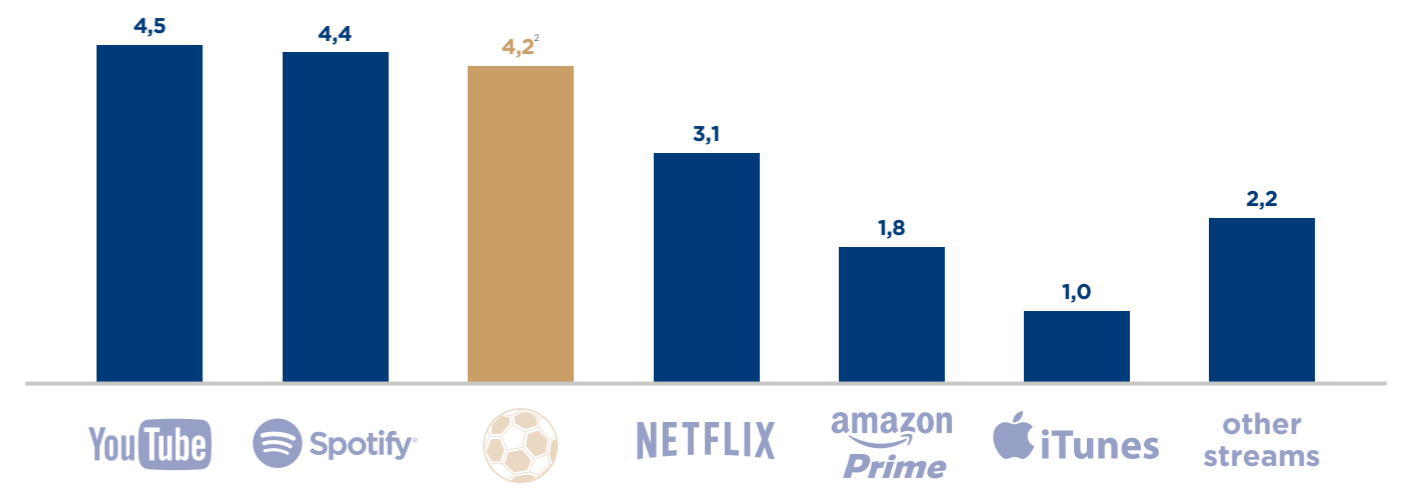
Other entertainment offerings outperform sports consumption in leisure time. For example, post-millennials spend 4.5 hours a week on YouTube and 4.4 hours a week using Spotify, and thus more time than with watching professional football (Figure 2). Overall, post-millennials spend, on average, almost 17 hours per week consuming digital media (for example, Youtube, Netflix, Amazon Prime, iTunes, Spotify) – this is more than twice as much as Generation X (36-56 year olds). Despite that, for post-millennials one facet remains that separates sports from other entertainment offerings: the „shared experience and sharing of emotions with friends and family“.

Decision-makers from the sports business sector should then respond to this changed consumer behavior by designing content closer to the needs of the post-millennials. Shorter and more personalized content, such as in popular Instagram stories, could be a successful approach. In any case, sports content for the post-millennials should always be shareable as post-millennials want to enjoy their content together with their community. It's also important to keep an eye out for trends from other entertainment areas and adapt them for sports, so as not to fall behind in the long-term.

MEDIA CONSUMPTION OF THE POST-MILLENNIALS

AVERAGE WEEKLY MEDIA CONSUMPTION IN HOURS

FIGURE 2



²see: figure 1 football, professional, digital

PROFESSIONAL EVENTS NEVER DIE!

That amateur football is dead and only professional leagues bring crowds might be the impression when attending a third or fourth tier game in a German province. But this scenario does not apply to all generations. For post-millennials, amateur football games even have a greater appeal than professional football games. While post-millennials report to attend a professional football match 0.6 times per month, they attend an amateur football match 1.2 times a month (Figure 3). Post-millennials are the only generation to watch amateur football more often than professional football games. At first, this result is surprising. More closely examining the answers of post-millennials reveals that admission and stadium costs are a serious barrier to them. Amateur football matches provide a fun alternative for teens with lower disposable incomes. This also fits in with the primary motivation of the post-millennials to attend an amateur football game - „sharing the game with friends“. Spending Saturday afternoon with friends on the football field or watching local talents perform at the city derby is obviously popular with post-millennials.

In other sports, the difference in visits to amateur and professional sports events is smaller at 0.5 and 0.6 times monthly, respectively. The most frequently mentioned reason for attending a sporting event like swimming, dancing, biathlon or handball is in both the amateur and professional field „distraction from everyday life“. Obviously, the event character and the experience itself are the top priorities for the post-millennials. Whether they attend professional sports or amateur sports, is incidental.

POPULARITY OF AMATEUR VS. PROFESSIONAL FOOTBALL

COMPARING NUMBER OF MONTHLY VISITS OF AMATEUR AND PROFESSIONAL FOOTBALL GAMES BY POST-MILLENNIALS AND MOTIVES FOR THE CONSUMPTION

FIGURE 3

AMATEUR FOOTBALL



PROFESSIONAL FOOTBALL



Motives

1. Do something with friends
2. Atmosphere
3. Distraction from everyday life

Motives

1. Atmosphere
2. Favorite club
3. Tension

The survey results show that professional football does not reach Generation Z as naturally as it does other generations. Above all, advertisers and marketers should at least consider possibilities in amateur football in order to bind post-millennials at an early stage.

SUPERSTARS ARE THE MOST IMPORTANT FACTOR TO ATTRACT PEOPLE!

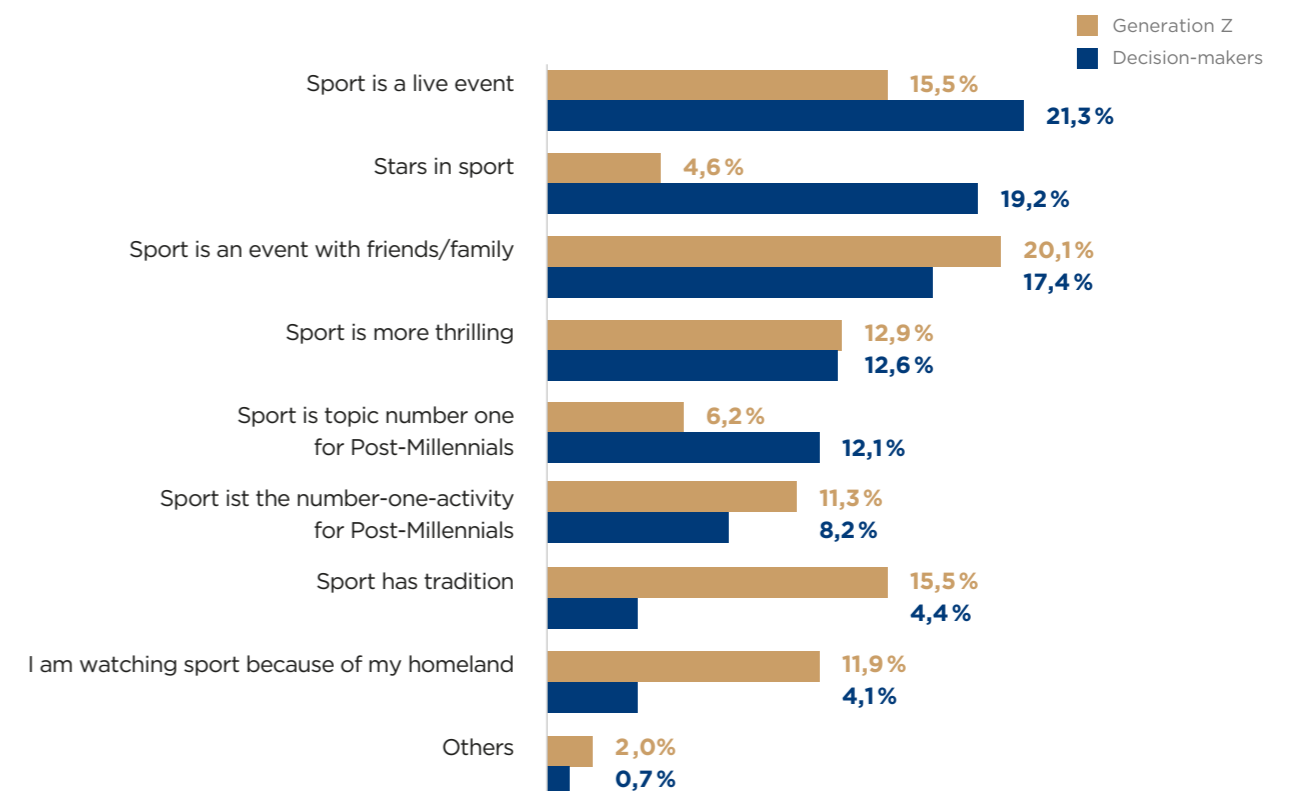
According to decision-makers in the sports business, superstars and favorite players are two of the key drivers of post-millennial digital sports consumption. More than a fifth of respondents in the football industry cite superstars as one of the main reasons why post-millennials turn on the television or use streaming services. The reality is different - post-millennials see superstars as drivers for their digital consumption, but more secondary to other factors. In other sports, the difference is even clearer. Decision-makers expect that superstars, atmosphere and a favorite club will move post-millennials towards digital consumption. In reality, however, the priority of post-millennials is on the distraction of everyday life and tension.

In contrast to other entertainment offerings such as film, series, or music streaming where stars have significant pull, sports stars do not play a significant role for post-millennials. When asked what differentiates sports from other entertainment offerings, only 4.6 percent cite „stars in sport“ (Figure 4). This is contrary to the assumption of the decision-makers in the sports business sector, 19.2 percent of whom name stars as one of the most important demarcation criteria for the sports consumption of post-millennials. Only the significance of a live event is even more important in the eyes of decision-makers.

REASONS, WHY SPORT IS DIFFERENT TO OTHER ENTERTAINMENT OFFERINGS

COMPARING POST MILLENNIALS AGAINST DECISION MAKERS

FIGURE 4





STILL ALL SIGNS ON GROWTH? THE SPORTS BUSINESS SENTIMENT INDEX 2018

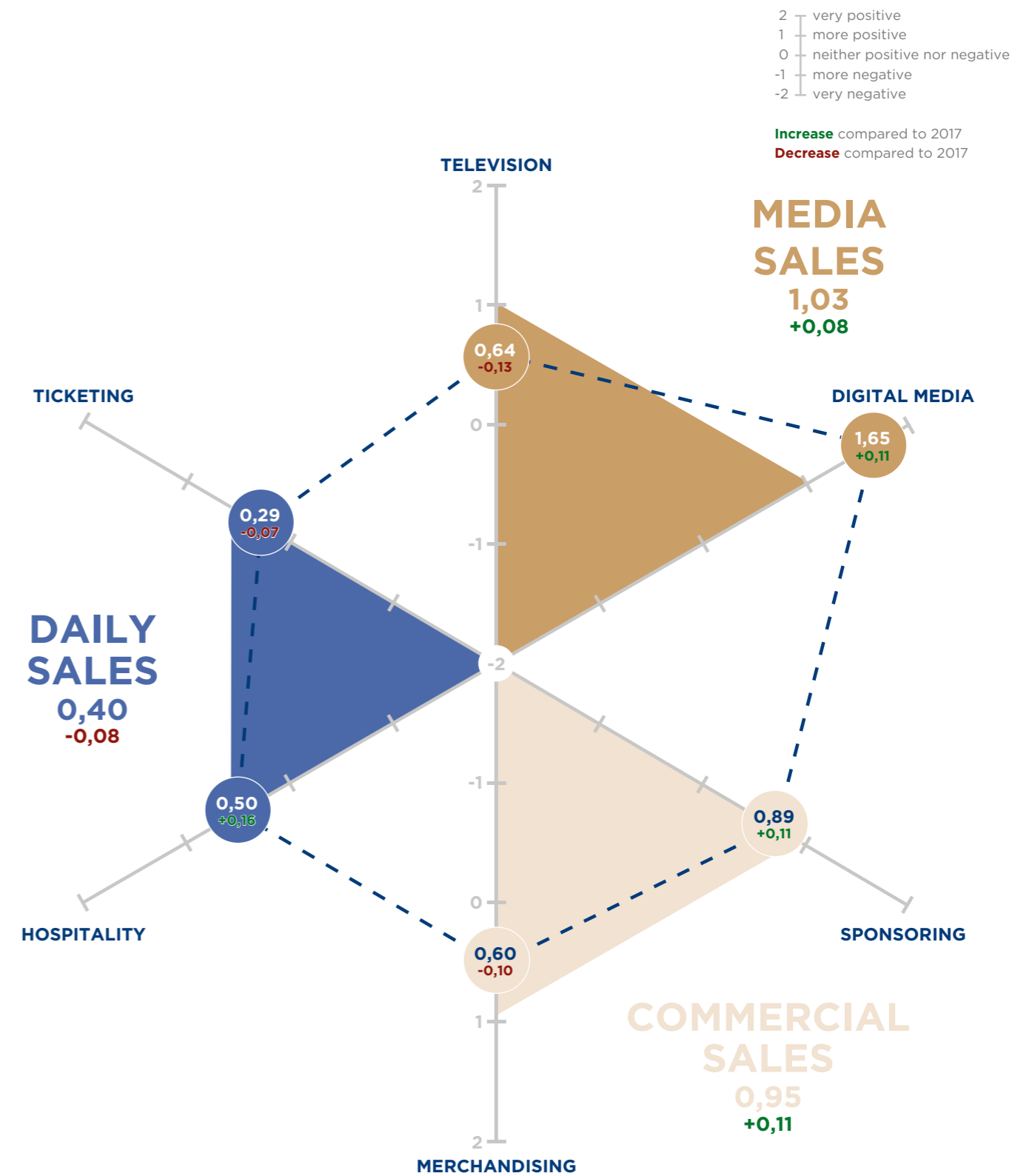
Photo: iStock Photo

S Despite early warning signals of the potential disinterest of Generation Z for the sports business sector, the sentiment index of 2018, similar to the years before, gives reason to hope for a continuation of the general growth. Executives in the sports business expect further growth in all sales categories. Digital media, sponsorship and hospitality are considered to be particularly promising. However, overall TV and merchandising revenues as well as general daily turnover show lower growth expectations compared to the previous year. As expected, leaders in football are seeing other growth opportunities than decision-makers in other sports.

SPORTS BUSINESS SENTIMENT INDEX

FIGURE 5

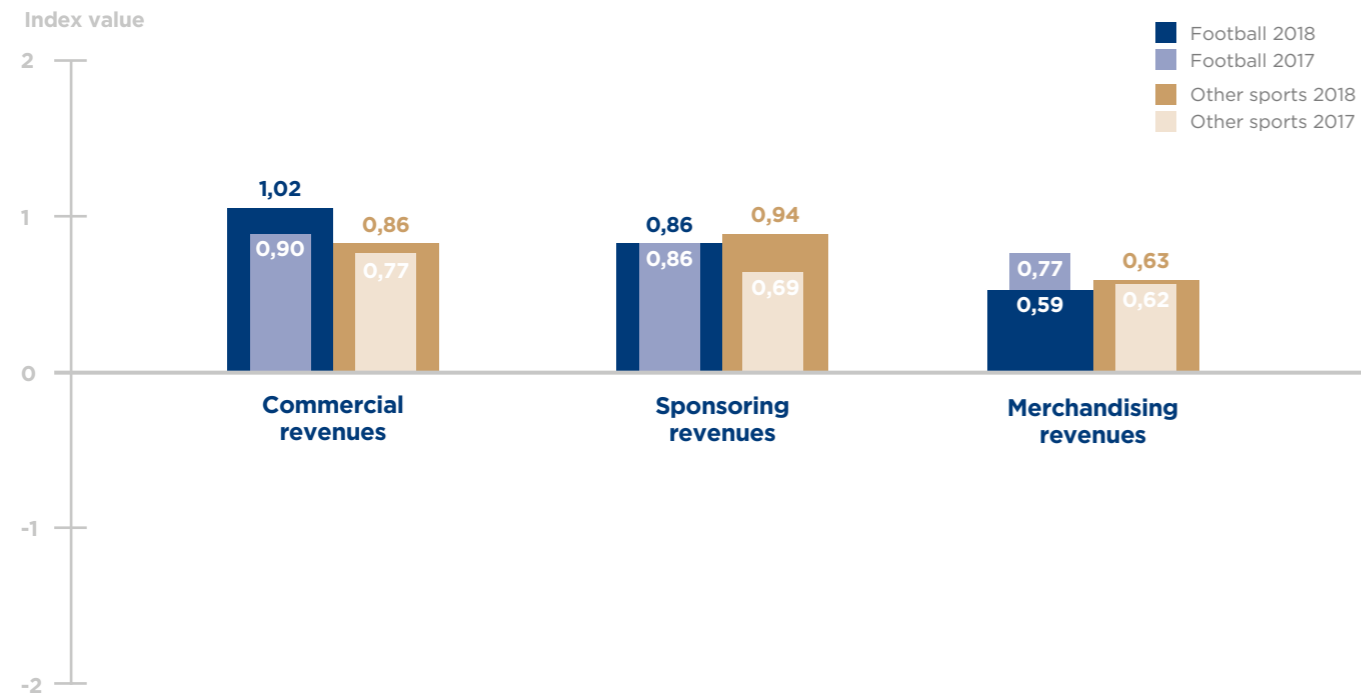
EXPECTED DEVELOPMENT OF DIFFERENT SALES CATEGORIES FOR THE NEXT 5 YEARS



SPORTS BUSINESS SENTIMENT INDEX

DETAILS - COMMERCIAL REVENUE, SPONSORING, MERCHANDISING

FIGURE 6



According to participants of this study, positive development of the sports business in Germany, Austria and Switzerland (DACH region) continues. This assessment is supported by market figures of the past year. As stated in a study by PricewaterhouseCoopers, global media, daily, sponsorship and merchandising revenues in 2017 were \$ 156 billion in aggregate. Within the DACH region, few other industries are growing faster or gaining more economical importance than the sports business.

As in the previous year, surveyed decision-makers estimated further growth over the next five years – positive for media sales, commercial and daily sales (Figure 5). At the same time, they pointed out necessary differences to other offers in the fast-changing entertainment industry.

MEDIA SALES

According to all respondents, media sales will again be the most positive of the three categories of sales. The index value increased by nine percent year-on-year to 1.03. Respondents from sports other than football contributed to the overall less confident outlook for growth from the television sub-category (index 0.64, Δ -16%). It is the opinion of decision-makers that digital media sales continue to grow enormously (1.65, Δ + 7%). One reason for this is, confirming to the interviewed executives, sales, for example in sponsoring, will increase, especially as a result of the significant

reduction in divergence loss. Especially through better CRM systems, offers can be individualized in the future and played out with pinpoint accuracy via various channels (social media, website, newsletter and soon virtual touchline advertising).

COMMERCIAL SALES

Finally, the overall assessment of the development of commercial revenues has increased by an index value of 0.11 compared to the previous year (0.95, Δ + 13%). While the positive development of sponsoring sales continues (0.89, Δ + 14%), the development of merchandising revenues (0.60, Δ -14%) is rated slightly less positively this year.

Interestingly, in football, the development of merchandising sales is less positive (0.59, Δ -24%) than in other sports (0.63, Δ + 2%) (Figure 6). This may be related to the poor showing of the clubs in their previous efforts of internationalization.

Regarding the development of future sponsorship, emerging sales presents a different picture. While decision makers from the football industry see similar development to the previous year (0.86, Δ \pm 0%), leaders from other sports see a significant increase in future sponsoring revenues (0.94, Δ + 36%). The difference could be because marketing opportunities are not nearly as exhausted as in professional football. With this in mind, the entry of major sports sponsors, for example in eSports, seems quite plausible.

DAILY SALES

In terms of daily turnover, future development is still positive overall. Nevertheless, it is slightly lower than the previous year (0.40, Δ -17%). Despite existing limitations due to compliance regulations, hospitality revenues (0.50, Δ + 46%) are positive again. This can be substantiated significantly in football as well as in other sports with the expansion of existing offers. New approaches to hospitality abroad, such as Manchester City's „Tunnel Club“, suggest new opportunities in this segment.

Of all subcategories, ticketing revenues are seen with less and less optimism among decision-makers in the industry (0.29, Δ -21%). This development is particularly noticeable in football, as increases in ticket prices to the level of the English Premier League, for example, continue to appear unrealistic in the DACH region. Also, stadium capacities are naturally limited.

³PricewaterhouseCoopers (2011). Changing the Game – Outlook for the Global Sports Market to 2015. <http://www.pwc.com/gx/en/hospitality-leisure/pdf/changing-the-game-outlook-for-the-global-sports-market-to-2015.pdf> (PwC assumes CAGR of 3.7% after 2015)

OUTLOOK



S This year's results of the SPOAC Sports Business Study 2018 are surprising. They show that we are facing a paradigm shift. Traditional wisdom that was valid in the past must be abandoned to accommodate post-millennial tastes. If decision-makers want to connect with Generation Z, they have to act now, test their business model for sustainability, adapt it and even replace it if necessary.

Organizations in the sports business have long been in competition with other entertainment providers for the favor of the youngest target group. It can no longer be taken for granted that sports enthusiasts go to the stadium or spend money on merchandising. In order not to lose the main consumers of tomorrow, the sports business industry has to respond with new business models. As the study results show, amateur sport could offer real opportunities and should be targeted. Finally, our results suggest to soften the current focus on stars and generate more organic (not star-focused) social media content that is appealing and valuable.

If we open up and face the digital transformation, we should not end up in shock. There is still enough time to act. Relevant content is becoming increasingly important and the sports business is full of opportunities. Anyone who recognizes this and acts now can make an active contribution to ensuring that the sports business sector continues to grow and thrive in the future.



RESEARCH DESIGN AND METHODOLOGY

DATA COLLECTION AND ANALYSIS

With the help of a SPONSOR^s special newsletter, around 15,000 subscribers (874 “views”) were invited to participate in the almost 20-minute online survey. On December 3, 2017, the survey was closed. By this time, 218 questionnaires had been completed, of which 210 were fully usable. This corresponds to a response rate of 24.9 percent.

For the assessment of post-millennial consumer behavior from the point of view of the respondents, several scenarios were formed through the combination “football / other sports”, “professional / amateur”, “digital / analogue” and the estimated hours of digital sports consumption or the number of visits queried in a sports venue per scenario. For example, the value of 6.76 hours in the soccer / professional / digital category (Figure 1) indicates the average number of hours of all participants who identified football as the primary sport to estimate post-millennial consumption in hours per week. Data from „more than 9“ visits per month in sports facilities were coded as „10“.

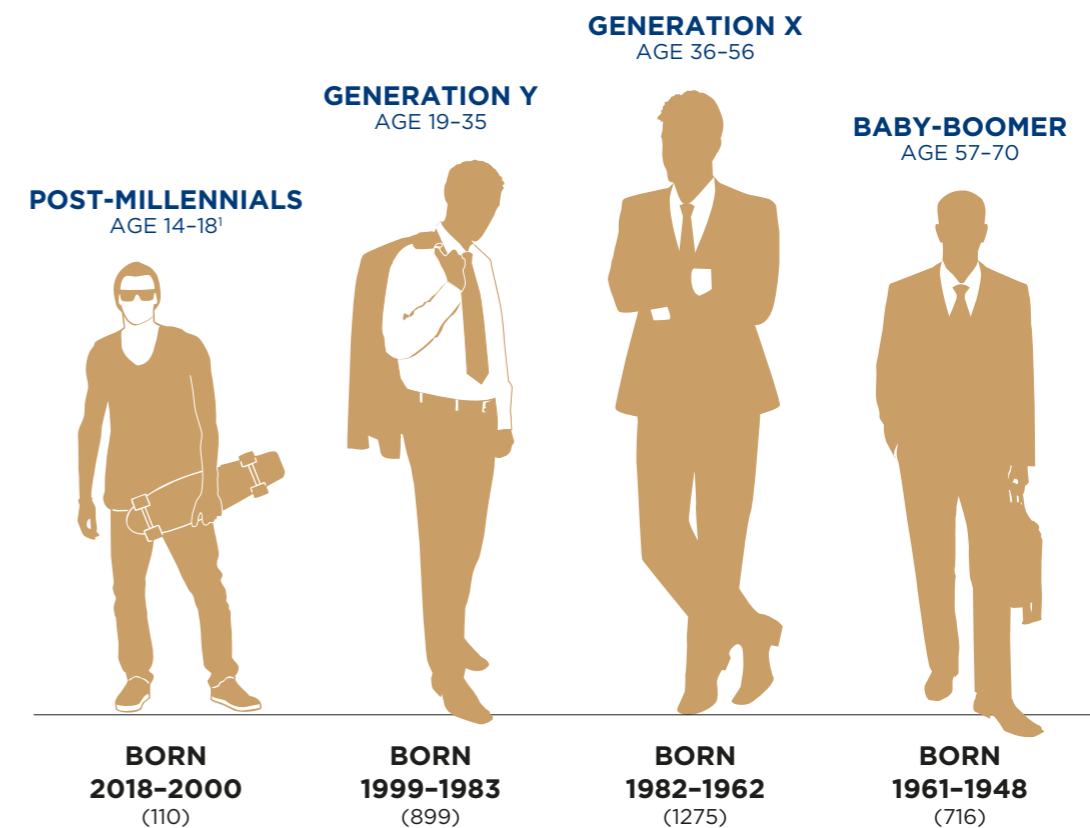
In addition to the online questioning of the heads of the sports business, a representative survey of 3,000 people was carried out in collaboration with Nielsen Sports. Of the 3000 respondents, 110 were from the post-millennial group. The relatively small subset results primarily from a legal restriction, which allows the survey only to be taken by persons 14 years of age or older (without the company of a parent or guardian). Comparing the results of the two rounds of the survey, the differences between sports business decision-makers regarding the consumer behavior of post-millennials and their actual consumption could be worked out.

To determine the annual sentiment index for the evolution of three revenue categories and six sub-categories, a five-point scale was used („very positive“, „more positive“, „neither positive nor negative“, „more negative“ or „very negative“). To calculate the sentiment index, these ratings were converted into numerical values („very positive“ corresponded to the value +2 and „very negative“ to the value -2) then the values were averaged. For example, the value of +1.65 for expectations of digital media revenue is 143 „very positive“, 61 „more positive“, and six „neither positive nor negative“ ratings.

THE CONSUMERS

FIGURE 7

OVERVIEW OF THE GENERATIONS FROM THE REPRESENTATIVE SURVEY

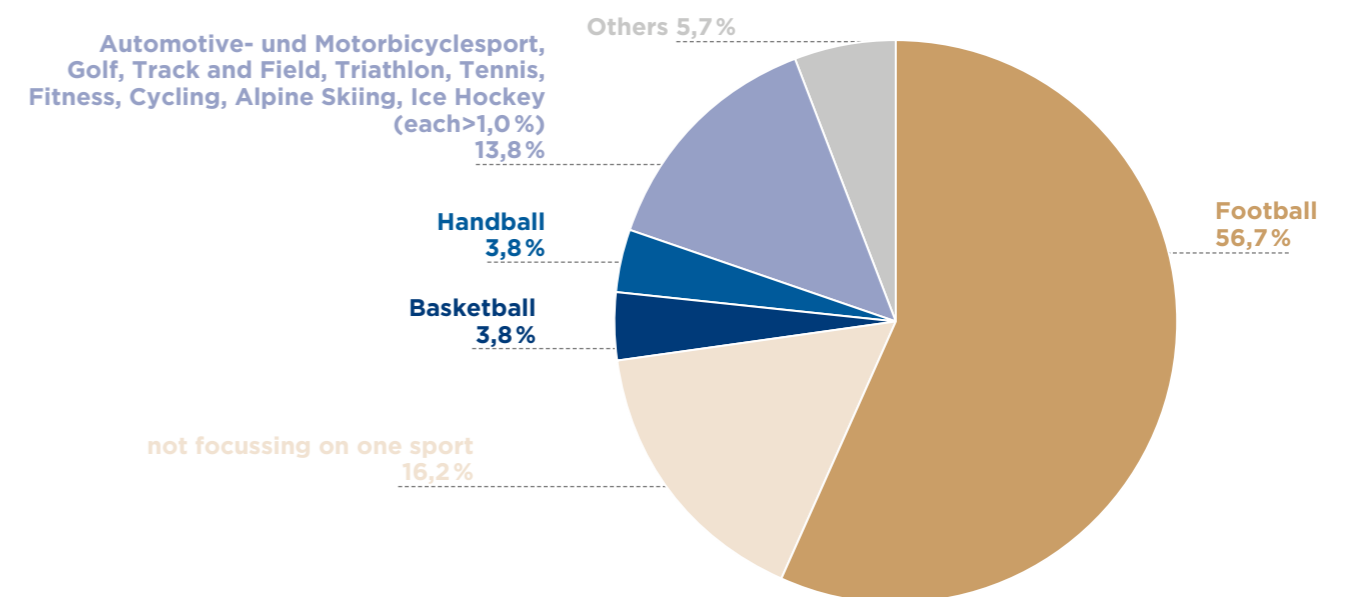


¹survey only possible without the assistance of a legal guardian after the age of 14

THE INDUSTRY REPRESENTATIVES (PART I)

FIGURE 8

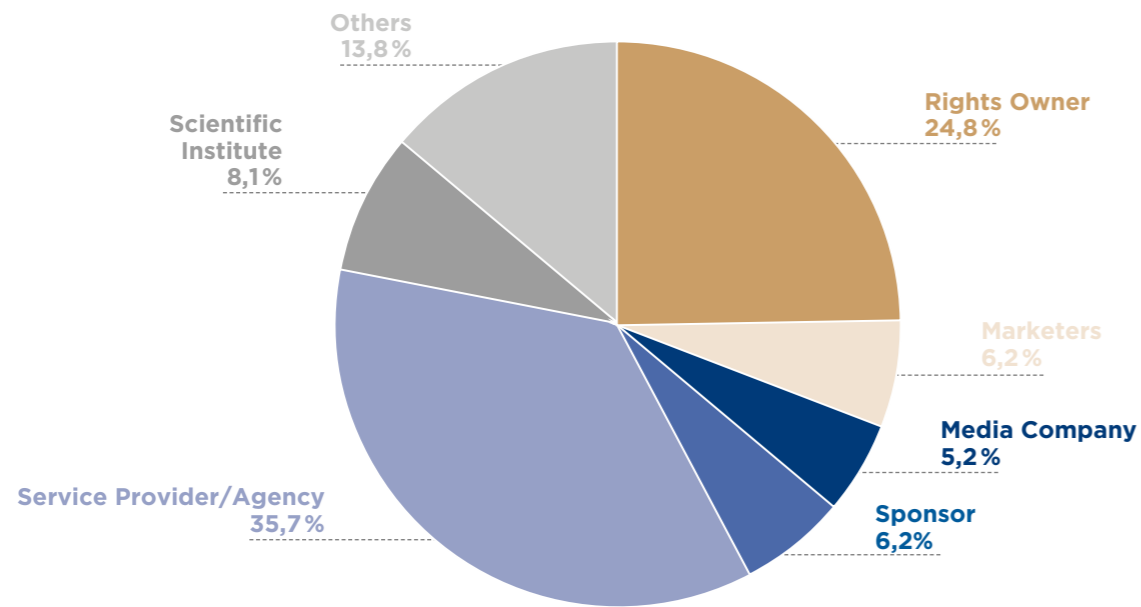
PRIMARY SPORT



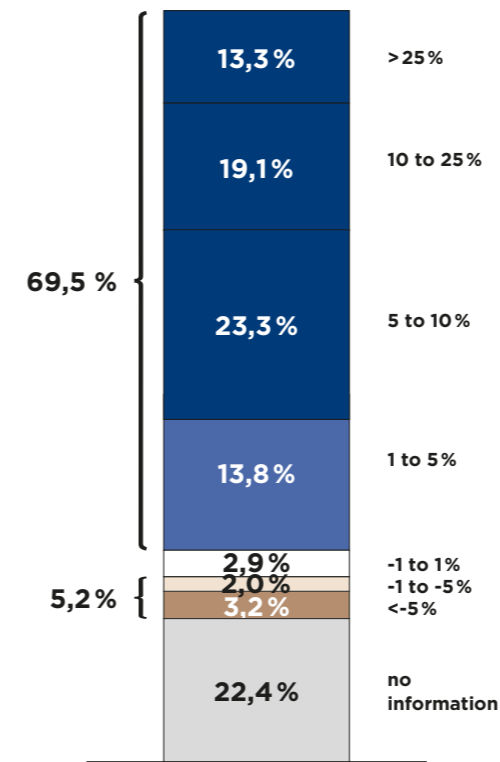
THE INDUSTRY REPRESENTATIVES (PART II)

FIGURE 9

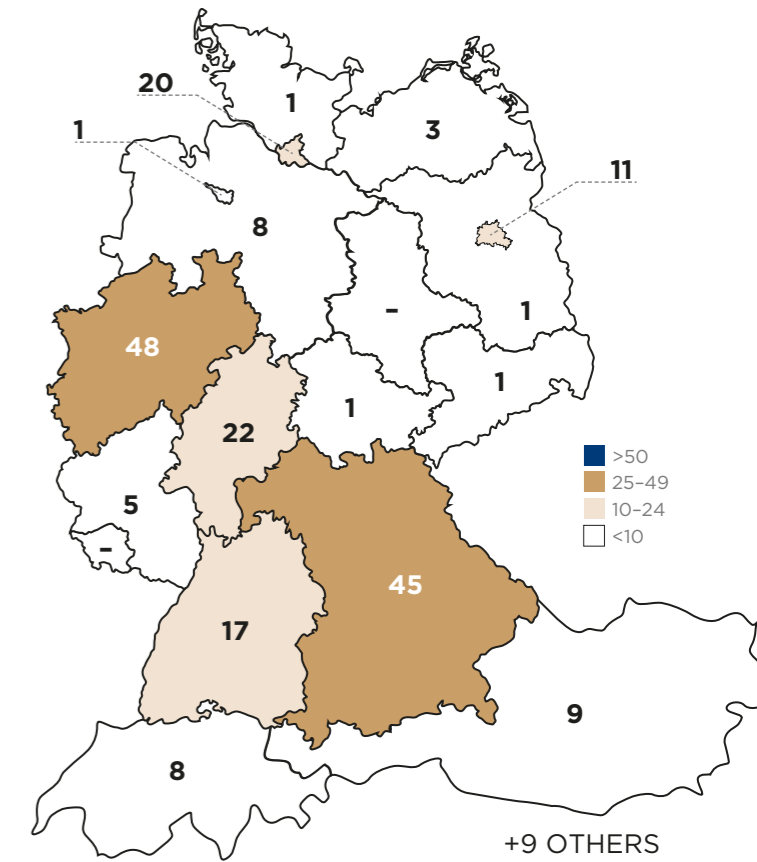
SUBSECTORS



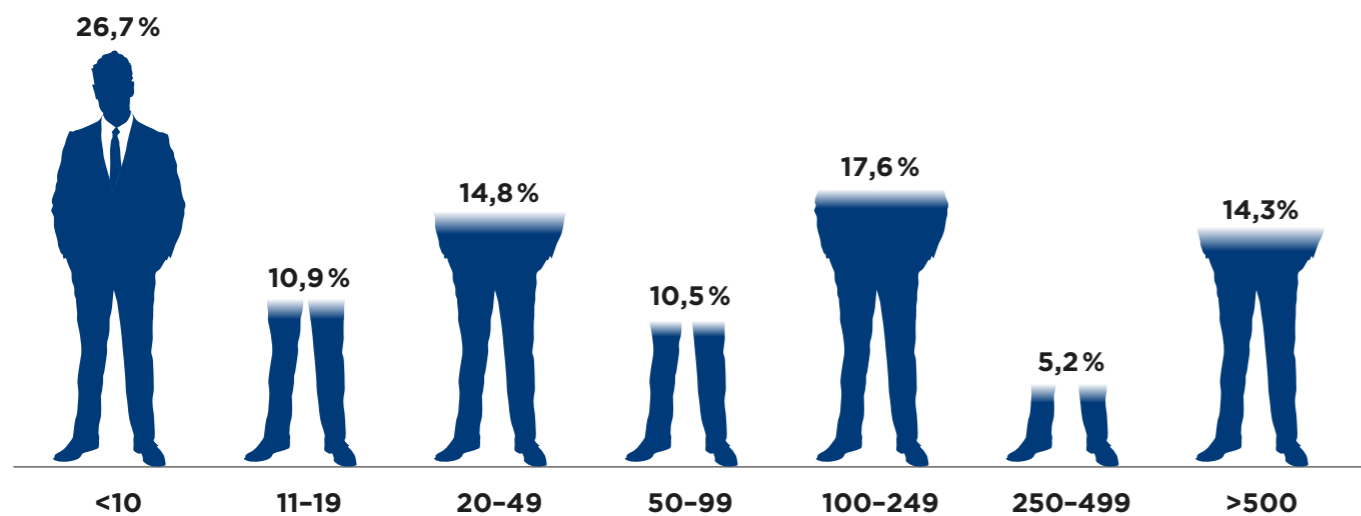
ANNUAL REVENUE GROWTH 2012-2017



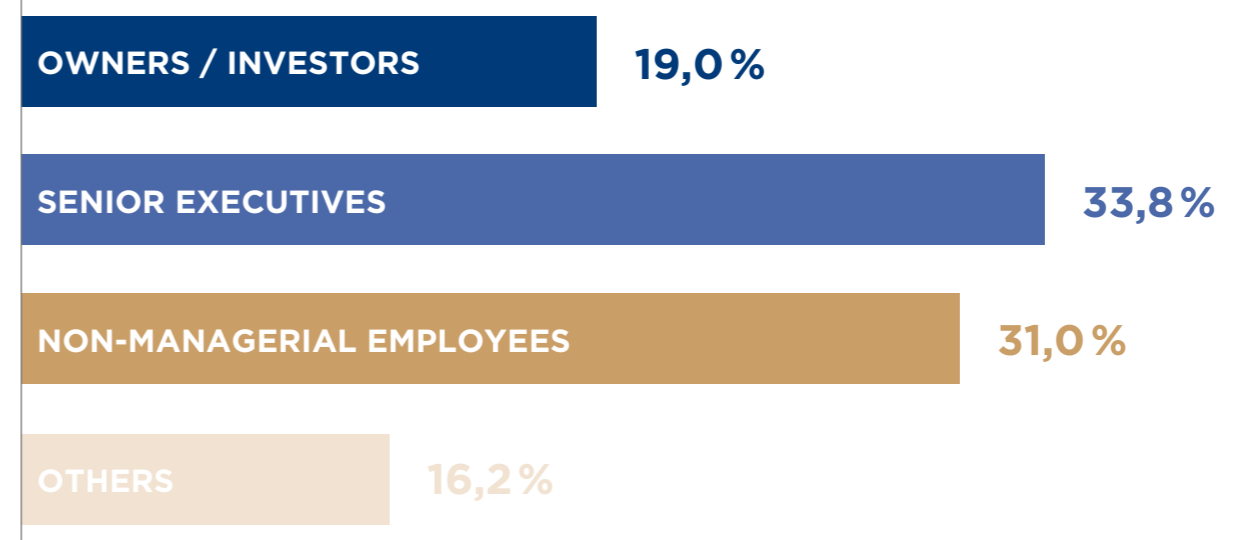
GEOGRAPHIC DISPERSION



AMOUNT OF EMPLOYEES IN THE COMPANY



POSITION OF THE RESPONDENTS IN THE ORGANIZATION





SAMPLE

The sample of respondents to the SPOAC Sports Business Study 2018 represents a valid cross-section of the sports business sector in the DACH region with a focus on decision makers and executives (Figure 8).

This year, as in the previous year, more than half of respondents work in organizations that focus on football; this, in turn, confirms the importance of the sport in the DACH region. A sixth of respondents represent organizations that do not focus on one particular sport and the remaining organizations are spread across the sports world.

The two largest subsectors within the examined sample are service providers and agencies at 35.7 percent (37.7 percent in the previous year) and rights holders such as clubs or associations at 24.8 percent (22.0 percent) of the respondents (Figure 9).

About a quarter of the respondents work for organizations with fewer than ten employees (26.7 percent compared to 23.0 percent in the previous year) and thus represent the many start-ups, individual companies, and boutique agencies that shape the growth

industry of sports business. More than half of the respondents are from companies with less than 50 employees. There was a small increase in the number of respondents from companies with more than 50 but less than 249 employees. And, roughly one in five respondents is from an organization with more than 250 employees this year (compared to around one in four in the previous year).

About 70 percent of respondents said their organization had grown over the past five years. The proportion of representatives of self-reported stagnating organizations is extremely low (at about three percent). The same applies to shrinking organizations, whose share has hardly changed when compared to the previous year and remains at just over five percent. 22.4 percent of the surveyed decision-makers renounced an indication.

This year, the majority of the respondents come from the German regions North Rhine-Westphalia, Bavaria and Hessen. About one third of respondents are senior executives (33.8 percent compared to 47.3 percent in the previous year). The proportion of owners and investors has increased significantly (19.0 percent compared to 13.7 percent in the previous year). Another 31 percent of the respondents represent non-managerial employees and about every eighth could not or did not want to belong to any of these categories. The present study thus lives up to its aspiration to be a meaningful „voice of the industry“ as a future perspective for the industry.

SPOAC BY WHU



SPOAC - SPORTS BUSINESS ACADEMY BY WHU

In order to prepare future executives as well as „high potentials“ from other economic sectors for future challenges in the sports business, SPONSOR⁵, the leading German-language information service provider in the sports business, and the WHU - Otto Beisheim School of Management, one of the most renowned business schools in Europe, founded the „SPOAC - Sports Business Academy by WHU“.

SPOAC unites the competencies of the two leading organizations in their fields. In addition, SPOAC works closely with the leading sports, media and business institutions, and uses their expertise in education and training to introduce a continuing education offer. Over the first few years since its founding, more than 200 participants have gone through SPOAC's programs, ranging from multi-day and thematic excellence programs to one 1.5-year WHU Part-Time MBA Sports Business Track. The nine-module, part-time General Management Program (GMP) in Sports Business is SPOAC's flagship program and can be completed within a year or two.

The participants benefit from the unique learning concept of the SPOAC, whose core elements are the Case Study Method in small class sizes, the group of lecturers including recognized experts in their respective fields as well as the direct access to and exchange with decision-makers in the sports business sector. www.spoac.com

SPONSOR - INTELLIGENCE. NETWORKING. SPORTSBUSINESS.

SPONSOR⁵ is the leading German-language information service provider in the sports business. Since its founding in 1996, SPONSOR⁵ has provided all market participants with a wealth of information and platforms where market participants can interact and develop. With its brands SPONSOR⁵ („Content“), SPOBIS („Live“) and SPOAC („Education“), the company is at the forefront of information, events and education.

SPONSOR⁵ ONLINE is regarded as an indispensable news and service platform for the entire industry and offers daily exclusive news, in-depth analysis and a business clipping on all industry-related topics.

SPONSOR⁵ SEARCH contains information and data at the touch of a button and the SPONSOR⁵ NEWSLETTER provides daily information on all relevant events. The monthly SPONSOR⁵ MAGAZINE brings together the most important information and offers a comprehensive overview of all important topics and developments from various sectors of the industry to its decision-makers. In addition, SPONSOR⁵ publishes reports, studies and specials on various topics related to the sports business.

The annual SPONSOR⁵ congresses cover all sectors relevant to the industry and some are leaders in their field in Europe. The currently carried out Summits (SPOBIS - SPONSOR⁵ Business Summit / SPOBIS Gaming & Media) attract more than 300 speakers and 4,000 participants from all over the world every year. www.sponsors.de

WHU - OTTO BEISHEIM SCHOOL OF MANAGEMENT

WHU - Otto Beisheim School of Management is an internationally oriented, privately financed business school. Founded in 1984, WHU is now one of the most renowned German business schools and enjoys a high reputation internationally. With the WHU Campus Düsseldorf, the university opened its second location in October 2012.

The Center for Sports and Management (CSM) and its chair have been part of the WHU in Düsseldorf since 2014. CSM is active in business administration teaching and research and cooperates closely with partners and supporters in business practice. Under the direction of Prof. Sascha L. Schmidt, CSM focuses, among other things, on the future of professional sports and the impact of new technologies on business models in sports. CSM's main goal is to transfer current research results into teaching in order to ensure the greatest possible practical relevance. csm.whu.edu

THE AUTHORS



Prof. Dr. Sascha L. Schmidt

Sascha L. Schmidt is the director of the Center for Sports and Management (CSM) at WHU - Otto Beisheim School of Management. There, he devotes himself to the „Future of Sports“, which is one of his research priorities. He is also academic director of the „SPOAC - Sports Business Academy by WHU“, which has established itself as a continuing education institution for future executives in the sports business. Schmidt studied, completed his doctorate and habilitated at the universities of Essen, Zurich and St. Gallen, at the EBS University in Oestrich-Winkel and at the Harvard Business School in Boston. He was then a strategy consultant at McKinsey and also an entrepreneur with a-connect.

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Felix Krause

Felix Krause is a PhD student at the Center for Sports and Management. His responsibilities include primarily content and strategic tasks within the scope of the SPOAC. As part of his PhD, Felix deals with personality characteristics of top athletes and their influence on success. After his double bachelor-degree with a German BSc in International Management at the ESB Business School Reutlingen and an American BSc in International Business from Northeastern University in Boston (USA), USA, Felix joined McKinsey & Company's Munich office as a management consultant.

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Caroline Päffgen

Caroline Päffgen is a PhD student at the Center for Sports and Management. In her PhD thesis, Caroline explores motives and behavior of international sports fans in the digital age. Before her PhD, she studied Business Administration at WHU - Otto Beisheim School of Management, the Queen's University in Kingston (Canada) and the Monash University in Melbourne (Australia). She also worked for three years in management consultancy.

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STRONG INDUSTRY PARTNERS

The SPOAC - Sports Business Academy currently cooperates with DFL, DFB, DOSB, WWP, Nielsen Sports and Microsoft, which are among the leading institutions and companies in the sports business. The cooperation strengthens the interlinking of science and practice and ensures an education and training program that is tailored to the needs of the market. The participants also have unique access to decision-makers in the sports business. In addition, the partners use SPOAC to train and develop their own employees and as an important recruiting platform for gaining new qualified talents.





SPOAC - Sports Business Academy

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