



Excellence in
Management
Education

Activity Report 2015/2016

Center for Sports and Management
Chair for Sports and Management

Prof. Dr. Sascha L. Schmidt

TABLE OF CONTENTS

	Page
TABLE OF CONTENTS	3
FOREWORD	4
1. TEAM	5
1.1 NEW IN OUR TEAM	5
1.2 WHO LEFT OUR TEAM	5
1.3 ALUMNI NETWORK	5
2. TEACHING	14
2.1 BACHELOR OF SCIENCE PROGRAM	14
2.2 MASTER OF SCIENCE PROGRAM	14
2.3 TEACHING INNOVATION	14
3. THESES	15
3.1 EXAMINATION PERFORMANCES	15
4. CSM PARTNERS	16
4.1 DIETMAR HOPP STIFTUNG	16
4.1.1 ADLER MANNHEIM	16
4.1.2 TSG 1899 HOFFENHEIM	16
4.2 CAMP BECKENBAUER	16
4.2.1 FRANZ.	17
4.2.2 NEXT.	18
4.3 DEUTSCHE SPORThILFE	18
4.4 SPONSORS	20
5. RESEARCH ACTIVITIES	21
5.1 MONOGRAPHS	21
5.2 PUBLICATIONS IN REFEREED JOURNALS	21
5.3 ARTICLES ACCEPTED FOR PUBLICATION IN REFEREED JOURNALS	21
5.4 CASE STUDIES	21
5.5 REFEREE AND EDITORIAL ACTIVITIES	22
5.6 ACCEPTED CONFERENCE PAPERS	22
5.7 OTHER PRESENTATIONS	22
6. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS	23
6.1 SPOAC: GENERAL MANAGEMENT PROGRAM IN SPORTS BUSINESS BY WHU	23
6.2 OTHER CORPORATE CONNECTION ACTIVITIES	24
7. SERVICES PROVIDED TO THE SCHOOL	25
8. COMMUNITY OUTREACH	25
8.1 KEYNOTES AND PRESENTATIONS	25
8.2 THOUGHT LEADERSHIP	26

FOREWORD



In the academic year 2015/16, we enjoyed further growth and becoming a more and more important part of WHU in terms of our research, teaching and practice.

First, we investigated junior talent at reigning German ice hockey champion Adler Mannheim as well as at the youth academy of the TSG 1899 Hoffenheim. The purpose of these studies is to identify key success criteria in their talent development programs, based on big data analyses. The work continues since we were able to extend our collaboration with our long-standing research partner and sponsor Dietmar Hopp Foundation.

Second, in cooperation with the Harvard Business School (HBS), we compiled two case studies: *TSG Hoffenheim – Football in the Age of Analytics*, which analyzes the promising connections between technology and professional sport in a highly innovative football club, and *Die Mannschaft – How Germany won the 2014 FIFA World Cup*, which analyzes the transformation of the German National Football Team over a period of ten years. Both HBS case studies are already being utilized at both Harvard University and the WHU. Via HBS Publishing, they have been made available for teaching to educational institutions around the globe.

2015/16 was also an important year for our activities in the field of Executive Education. Together with SPONSORS we launched the SPOAC – *Sports Business Academy by WHU* in cooperation with our founding partners DFL, DFB, DOSB and WWP, we started the first year of the General Management Program (GMP) at the WHU Campus in Düsseldorf. Moreover, the first round of SPOAC Certificate Courses in specialized areas of the sports business was introduced. Happily, we have already welcomed

more than 80 participants to SPOAC since it officially started.

Third, we continued our work as the "scientific backbone" of CAMP BECKENBAUER. We ended the second edition of the global student competition *franz.* with its finals at Europa Park Rust in May 2015. Students from 31 different countries and every continent took part in the competition. The winners got awarded at *next.*, which is a progression of the Young Leaders in Sports Summit (YLS). The winning team from the Kellogg School of Management will now have the opportunity to present its idea at the CAMP BECKENBAUER Global Summit in Shanghai 2017. In addition, the jury offered the team from University of Dhaka, Bangladesh a wildcard to present at the Global Summit.

However, not only the students have been pondering over the future of sports. Our dedicated Competence Team also submitted the first CAMP BECKENBAUER Research Report: To host or not to host the Olympics – A transnational perspective. The representative study was the first to gauge the opinion and mood formation of over 12,000 citizens from 11 European countries and the USA on hosting the Olympic Games in their home country.

Finally, last year we extended our education cooperation with Deutsche Sporthilfe by four years. With the two scholarships for our two-year Part-Time MBA Program financed by WHU and Deutsche Sporthilfe, outstanding current and former top athletes are being offered an academic springboard with which to launch their second careers.

As you can see, the last year was another exciting one for the CSM team and myself. We are very grateful to be able to take on our future challenges together with our partners.



Prof. Dr. Sascha L. Schmidt

Düsseldorf, September 2016

1. TEAM



The Center for Sports and Management presently employs 17 colleagues. Besides Prof. Schmidt and his Personal Assistant Ms. Gesa Brand, the staff consists of one Assistant Professor, six Research Assistants, four External Research Assistants, two Project Managers and one PR & Content Manager.

1.1 NEW IN OUR TEAM

We are very happy to introduce the following new employees to the Center for Sports and Management:

- **Ms. Caroline Päßgen** joined our team in December, 2015 as Research Assistant.
- **Mr. Dennis-J. Gottschlich** joined our team in February, 2016 as PR & Content Manager.
- **Mr. Sebastian Koppers** joined our team in May, 2016 as Research Assistant.
- **Mrs. Kerstin Forword** joined our team in June, 2016 as Project Manager.
- **Mr. Andreas Wagner** will be a part of our team from August to December, 2016 as a Trainee.
- Further **Mr. Florian Holzmayer** joined our team in the middle of September, 2016 as Research Assistant.

1.2 WHO LEFT THE TEAM

- Former Research Assistant **Mr. Florian Büning** is now an External Doctoral Student, working for the City of Düsseldorf.
- Project Manager **Mrs. Renate Imoberdorf** left our team by the end of August, joining McKinsey & Co.

1.3 ALUMNI NETWORK

Our alumni network consists of four former doctoral students from EBS University and WHU.

- **Jun.-Prof. Dr. Dominik Schreyer** is now working as Assistant Professor at the Center for Sports and Management.
- **Dr. Steffen Merkel** is now Manager Executive Projects for CEO Christian Seifert at DFL - Deutsche Fußball Liga.
- **Dr. Daniel Högele** is now Head of International Business and International Strategy at FC Bayern München.
- **Dr. Verena Jung** is now Project Manager at E.ON Inhouse Consulting GmbH.

Also it is an honour to announce that **Mr. Fabian Ulrich** will have his Doctoral Defense in October and will therefore join our alumni network soon.

DIRECTION



Professor Dr. Sascha L. Schmidt
Chairholder

Tel. +49 211 44709-740
Email: sascha.schmidt@whu.edu
Twitter: @ProfSLS

Sascha L. Schmidt is a senior professor and director of the Center for Sports and Management (CSM) with “Future of Sport” as one of his key research areas. He studied economic sciences at the Universities of Essen and Zurich, where he also graduated with a doctorate. At the invitation of the Faculty of Harvard Business School, he travelled to Boston as a visiting scholar, after which he went on to work in strategy consulting. After several years at McKinsey, Sascha was appointed director of the ICS research program at the University of St. Gallen, and qualified as a professor at EBS University. He then became entrepreneur, building up the business of recruitment agency a-connect within Germany. In 2011, he returned to academia by founding the Institute for Sports, Business and Society at EBS University. Sascha joined the WHU in 2014. He is married and has three young sons, who are already involved in more sporting activities than their father.



Junior-Professor Dr. Dominik Schreyer
Assistant Professor

Tel. +49 211 44709-743
Email: dominik.schreyer@whu.edu
Twitter: @schreyerforsch

CAMP BECKENBAUER Assistant Professor Dr. Dominik Schreyer has spent the last years exploring both individual and organizational behavior through the lenses of sports. Since he did not show any sign of sporting talent, Dominik studied politics, communications, business, and economics at the Universities of Düsseldorf and Auckland, and Zeppelin University in Friedrichshafen. In 2014, he finished his PhD at EBS University in Oestrich-Winkel. His current focus lies on topics related to the future of sports, particularly related to trends in sports consumer behavior.

CENTER TEAM



Gesa Brandt
Personal Assistant

Tel.: +49 211 44709-741
Email: gesa.brandt@whu.edu

Gesa Brandt is the team assistant at the Center for Sports and Management since November 2015. She takes care of the smooth operation during the day-to-day business and supports the team in research, teaching and events. She grew up on an island in the North Sea called Föhr and lived in Denmark for four years where she completed her Danish and German high school diploma. After her training in a forwarding agency in Flensburg and Rendsburg, she served foreign customers at the Kling & Freitag GmbH in Hannover. During the following years Gesa gained a lot of experience as an executive secretary and research assistant at the Medical School Hanover. Her passion is music, and she is a singer and songwriter. In addition she is enthusiastic about photography and loves to travel around the world.



Kerstin Forword MSc
Project Manager

Tel.: +49 211 44709-746
Email: kerstin.forword@whu.edu

Kerstin Carolin Forword joined the Center of Sports Management in June 2016 as Project Manager for the CAMP BECKENBAUER franz. competition. After studying Educational Science at Heinrich-Heine University Dusseldorf, she worked in People Services roles with McKinsey & Company and Booz&Co, both in Germany and England for more than ten years. Being a mother of two, she often spends her spare time on playgrounds or practicing Yoga and T'ai Chi. Kerstin loves wakeboarding and snowboarding and also tries to find some spare time to run and read.



Renate Imoberdorf MSc
Project Manager

Tel.: +49 211 44709-742
Email: renate.imoberdorf@whu.edu

Renate Imoberdorf has worked as project manager in Professor Schmidt's team since 2012. She manages the projects with external partners and is jointly responsible for the center's development. Prior to joining the university, Renate worked for many years as a project manager and strategy expert at McKinsey & Co., was active in the business world and pursued her own freelance work. She studied experimental biology at ETH Zurich (the Swiss Federal Institute of Technology in Zurich) and also has an MBA from INSEAD. Free time is a rare commodity for Renate. When she's not busy with her four children, she cycles, runs, scales mountains and enjoys climbing. Her days of high-performance sports are meanwhile behind her though – years ago she played basketball in Switzerland's National League Group A. Renate will leave the Center for Sports and Management by the end of August, 2016, joining McKinsey & Co. again.



Dennis-Julian Gottschlich BA
PR & Content Manager

Tel.: +49 211 44709-749
Email: dennis-julian.gottschlich@whu.edu

Dennis-Julian Gottschlich has been part of the team at the Center for Sports and Management since 2016. He works as a content manager and PR coordinator developing appropriate communication strategies to proactively communicate research results and topics proactively to national and international quality media. Born and raised in the beautiful region "Sauerland" he studied sports journalism in Cologne. Alongside his work at CSM, he has been a freelance journalist for several years. Among other activities, he reports live for the club website and TV of Bundesliga team Borussia Dortmund, is an editor at the DFL Digital Sports and writes for various local and national newspapers. Before coming to the CSM, Dennis-Julian also worked as editor in chief for a startup, which focusses on developing aspiring professional footballers, where he built the editorial office from the ground up. When he is not travelling the North American continent in his free time, you can commonly meet Dennis-Julian in the football stadiums of Germany and Europe, enjoying his passion for the Black 'n Yellows.

DOCTORAL STUDENTS



Klaus Eberhard MA
Research Assistant

Tel. +49 211 44709-748
Email: klaus.eberhard@whu.edu

Klaus Eberhard has been part of the Center for Sports and Management since November 2014. His PhD project deals with the effect of superstars on a team's performance on the level of individual team members. Having completed his BA in Business Administration and his MA in Strategy and International Management, both at the University of St. Gallen, Klaus has joined McKinsey & Company as a consultant in their Stuttgart Office.



Mark Kassis MSc
Research Assistant

Tel. +49 211 44709-746
Email: mark.kassis@whu.edu

Mark Kassis is a PhD student at the Center for Sports and Management and part of the CAMP BECKENBAUER competence team. He grew up on the sunny shores of Sydney, Australia, and had a short but fruitful semi-professional soccer career. Since hanging up his boots, Mark has pursued his passion for sports on a less physical and more theoretical level. In his doctoral thesis, he uses technological testing environments to explore the effect of feedback on talent performance in under-pressure settings. Before beginning his doctoral thesis and migrating to Germany, Mark studied International Business at Macquarie University and the Berlin School of Economics and Law; he also has a background in computer science and founded his own online HR-services company. In his free time, he enjoys watching European soccer, cycling and traveling.



Sebastian Koppers MSc
Research Assistant

Tel. +49 211 44709-744
Email: sebastian.koppers@whu.edu

Sebastian Koppers is a PhD student at the Center for Sports and Management (CSM) since May 2016. His doctoral thesis investigates the implications of digital technologies and data analysis on talent development in professional sports. Prior to joining CSM, Sebastian studied General Business Administration at WFI – Ingolstadt School of Management and at Williams College of Business at Xavier University in Cincinnati. Furthermore, he worked as a consultant on various projects related to digital transformation. He experienced and enjoyed the unifying spirit of sports on football fields from his home town all the way to Cameroon. In his free time, Sebastian can be found on running tracks or his racing bike, when he is not watching and analyzing football, basketball or American football games.



Felix Krause BSc
Research Assistant

Tel. +49 221 44709-751
Email: felix.krause@whu.edu

Felix Krause is a PhD student at the Center for Sports and Management. He is the point of contact for the SPOAC and its GMP and EP programs. As part of his doctoral thesis he deals with the factors involved in the process of optimal performance under pressure. 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), Felix started as a consultant with McKinsey & Company in their Munich office. In his spare time Felix follows his passion for soccer, be it on the pitch or watching his favorite team VfL Wolfsburg. He would never miss a game! Other than that, he likes to enjoy the mountains and lakes in the Munich area with friends. In addition, he also loves traveling and sailing.



Caroline Päßgen MSc
Research Assistant

Tel. +49 211 44709-745
Email: caroline.paeffgen@whu.edu

Caroline Päßgen is a PhD student at the Center for Sports and Management and took over the responsibilities of Renate Imoberdorf in the CAMP BECKENBAUER competence team. In her doctoral thesis, Caroline investigates motives and behaviors of sports fans in the digital age. Before starting her doctoral thesis, Caroline studied General Management at the WHU - Otto Beisheim School of Management, the Queen's University in Kingston and the Monash University in Melbourne. She also worked in consultancy for three years. After spending many years in competitive sports as a middle-distance runner, she nowadays can be found at longer running events, on tennis courts or in the mountains. Caroline is never getting tired to push the center team to sporting peak performances.



Tobias Streicher MSc
Research Assistant

Tel. +49 211 44709-747
Email: tobias.streicher@whu.edu

Tobias Streicher is a PhD student at the Center for Sports and Management and part of the CAMP BECKENBAUER competence team. In his doctoral thesis, Tobias investigates the decision behavior of individuals with respect to hosting the Olympic Games in their country. Before beginning his doctoral thesis, Tobias studied Finance and Accounting at WHU, the Indian Institute of Management in Bangalore, Southern Methodist University in Dallas and the National University of Singapore. He also worked for the Boston Consulting Group that supports his PhD studies. In his free time, he enjoys cycling, suffering with his favorite Bundesliga club VfL Bochum and dreaming of a glorious future for his old soccer club BV Hiltrop, for which he reinterpreted the role of sweeper for over ten years . . . talk is silver, silence is golden!

EXTERNAL DOCTORAL STUDENTS



Peggy Bellmann MSc
External Research Assistant

Email: peggy.bellmann@whu.edu

Peggy Bellmann joined the Center for Sports & Management in 2014 as a PhD student. In her thesis she is exploring the influence of sports sponsorship on employees' attitudes and behaviors, i.e., how to use sports sponsorship to motivate and retain employees. Although she sometimes has trouble motivating herself to go out for a run, she is a passionate and committed horse rider in the fields of show jumping and eventing. Before her PhD, Peggy studied strategic communication and planning at the Berlin University of Arts and at the University of Sydney. She has also been working for two years as a strategy consultant at McKinsey & Company.



Florian Bünning MA
External Research Assistant

Email: florian.buenning@whu.edu

Florian Bünning has been part of the Center for Sports and Management team around Prof. Sascha L. Schmidt right from the start in 2014. At the beginning of 2016, he started working for the City of Düsseldorf. In his dissertation, Florian explores the effects of status incentives on the personal performance and career developments within competitive environments to contribute to the scientific discourse on the increasing importance of non-monetary incentives in organization and management research. Before Florian came to WHU, he graduated in media and communication research (BA) from the University of Passau. Afterwards, he went from the southeast of Germany, to Cologne in the west where he achieved a master's degree in sports, media and communication research from the German Sports University. In his leisure time you can find Florian on basketball and tennis courts all over Germany. While he deals theoretically with high-status individuals, he has never belonged to this exclusive circle in his own sports life . . . at least not yet!



Lam Son Nguyen MSc
External Research Assistant

Email: lamson.nguyen@whu.edu

Lam Son Nguyen is an external doctoral student at the Center for Sports and Management since 2015. After graduating in Business Administration at WHU - Otto Beisheim School of Management, the American University in Washington D.C. and University of Mannheim, Lam Son first joined McKinsey & Company in their Dusseldorf office. In his doctoral thesis he deals with talent development in German hockey. While on the pitch Lam Son plays as a midfielder at his home team Dümpfener TV, he is also a passionate fan of German second division team Arminia Bielefeld.



Fabian Ulrich MSc
External Research Assistant

Email: fabian.ulrich@whu.edu

Fabian Ulrich has been a PhD student at WHU since the formation of the Center for Sports and Management. During his time with Prof. Schmidt and his team he explored the social and economic contribution of Bundesliga teams to their city and region published in research reports. In his dissertation, Fabian investigates the mechanisms and influences on performance and success in the German Bundesliga. Prior to joining CSM, Fabian studied Business Administration in Oestrich-Winkel, San Francisco and Pittsburgh and worked as a consultant at the Boston Consulting Group (BCG), i.a., in Scandinavia, Asia and the US. Fabian tries to apply the findings of his research on the pitch with his home team TSV 03 Wolfskehlen. Fabian submitted his Dissertation in July, 2016, his Defence will take place in October. He has started working for the German Football Association (DFB) as advisor to the general secretary Dr. Friedrich Curtius recently.

2. TEACHING

At the Chair of Sports and Management, we want to open up new perspectives for our students by providing them with the newest research, a sound methodological basis and the opportunity to apply their skills to tackle the most striking challenges in sports and related industries. We provide opportunities to write BSc/MSc and MBA theses.

2.1 BACHELOR OF SCIENCE PROGRAM



Sustainability - Developing Business Models in Global Sports:

The world has become enthralled with digitalization and the implications are huge. The use of digital technologies changes every aspect of our lives: how we do business, how we travel, how we communicate, how we make friends, and how we enjoy our free time. Of course sports are not exempt from this transformation.

In this course, we were applying digitalization opportunities to Olympic sports. Students picked any Olympic sport and developed innovative ideas on how to leverage digital services/technologies for the sport. They were free to create an idea that could be implemented at any part of the sport's value chain, e.g., on the pitch, in training, or in interaction with fans, media, corporate partners.

For the final presentation a high-class jury consisting of Christian Friedrich (Vice World Champion in Bobsleigh), Jan Fitschen (European Champion over 10,000 Metres) and Peter Joppich (multiple Foil World Champion and bronze medalist at the Olympic Games) was invited.

2.2 MASTER OF SCIENCE PROGRAM

Sports, Business and Society I - Creating sustainable digital business models for sports:

In this course, we were generating digital customer

engagement ideas for German horse racing. Horse Racing is the oldest sport in Germany, with an affluent audience and broad set of stakeholders, e.g., race track owners, breeders, trainers and commercial partners (sponsors, betting companies and broadcasters). External forces and internal deficits have provoked a "death spiral", which has weakened the sport substantially. In other geographical markets, a combination of innovation and marketing ideas have helped to overcome the decline.

Students in self-formed groups of up to four developed innovative ideas on how to leverage best digital services/technologies for improving customer experience **off the race track**. We have been developing sustainable business models around digitalization ideas to ensure long-standing success.

Sports, Business & Society II - Creating sustainable digital business models for sports:

This lecture built on the foundations laid in the course "Sports, Business and Society I". The one-day workshop was centered on horse racing and the application of digital customer engagement strategies. More specifically, students in self-formed groups of up to four people developed an innovative idea on how to leverage best digital services/technologies for improving customer experience **on the racetrack**. We were using sustainability measures (economic and social sustainability) to validate ideas.

2.3 TEACHING INNOVATION

Consulting Field Study

In terms of teaching innovation Prof. Schmidt especially taught the "Consulting Field Study" in



the GMP program of SPOAC. Here the participants assume the role of a strategy advisor and develop a recommendation for one of the SPOAC partner organisations.

Methods and approaches used in the consulting industry to structure and solve problems are provided step by step. Participants are also familiarised with the role of consultants as catalysts for strategic and organisational change within companies. The independent development, synthesis and presentation of possible solutions in teams allows participants to develop their ability to solve problems whilst working under time pressure. The close involvement of experienced practitioners ensures the best possible learning experience.

3. THESES

3.1 EXAMINATION PERFORMANCES

Professor Dr. Sascha L. Schmidt and Assistant Professor Dr. Dominik Schreyer served as advisor/second-reader for several theses at WHU. See the list below.

BSc Program

1. **Buchner, M. (2016).** Audience support and choking under pressure: A review of the literature
2. **Forneck, F. (2016).** Game outcome uncertainty

and professional football demand

3. **Jungmaier, C. (2016).** Paradoxical effects of supportive audiences on performance under pressure
4. **Kayser, F. (2016).** The effects of feedback interventions on performance under pressure
5. **Krohn, S. (2016).** Benchmarking the potential of augmented/virtual reality and hologram technology for sport consumer experiences
6. **Ramcke, Y. (2016).** Revenue sharing and competitive balance in professional team sports
7. **Strack, P. (2016).** What are elements of a digital strategy for professional football clubs?

MSc Program

1. **Dreyer, S. (2016).** Let's play: Are eSports really sports?
2. **Karaula, M. (2016).** Big data for a competitive advantage: Value creation potential of big data in sports business
3. **Krause, F. (2016).** What do we know about performance under pressure? A comprehensive survey of the literature

Doctoral Program

1. **Ulrich, F. (2016).** Does Beauty Matter on the Labor Market? - An Analysis of Stakeholder Behavior on Employees' Physical Appearance



4. CSM PARTNERS

4.1 DIETMAR HOPP STIFTUNG



Dietmar Hopp Stiftung (DHS) is one of the largest private foundations in Europe. Since its inception, it has donated a total of about 500 million euros (as of March 2016) in support of projects in the fields of sports, medicine, social affairs and education. The foundation's charitable activities are concentrated in the Rhine-Neckar Metropolitan Region, to which Dietmar Hopp has close ties. The connection to the research activities of Prof. Schmidt was formed in 2012 and DHS is a vital part of the Center for Sports and Management at WHU. The aim of the cooperation is to conduct research in different disciplines (e.g., soccer, ice hockey) with related business partners (e.g., SAP) to challenge established views, operations and approaches and derive innovative and sustainable implications for the foundation and their partner's future work.

In the year 2016, two projects were of major relevance for Dietmar Hopp Stiftung and the Center for Sports and Management research activities. Both of them already started in 2015. The first project was initiated together with the German ice hockey club Adler Mannheim in March 2015, and developed into a project with the German Ice Hockey League (DEL) in the last year. The second project started in July 2015 in cooperation with the German football club TSG 1899 Hoffenheim. Both projects are focused on contributing to one very relevant question within the human resource literature: How to strategically identify and develop young talents in competitive environments?

4.1.1 ADLER MANNHEIM



Assessing the "Jungadler Mannheim" – the leading youth talent program in German ice hockey – we aim to identify best practices for a successful elite youth development program within professional ice hockey. Key results will be placed at the disposal of the German Ice Hockey Association and other youth academies in order to improve ice hockey youth development at the national level. The comprehensive and unique data set will serve as an empirical basis for a dis-

sertation project in the field of human resource management. In our analyses, we are investigating the athletic skill set and performance in combination with the coaches' evaluations as well as cognitive preconditions of the young talents, their personal development and personality traits over several years.

The data collection is ongoing and key findings are currently shared in a joint project with the German ice hockey league and the German ice hockey association. The project is conducted by an external Ph.D. student.

4.1.2 TSG 1899 HOFFENHEIM

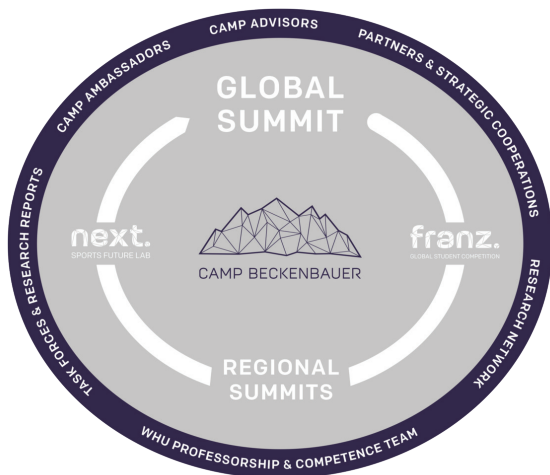


The project aims to identify and analyze key determinants for future athletic success in professional soccer. Systematic talent screening and development will be extended by standardized simulations in the so-called Footbonaut – an interactive soccer cage. This tool adds an innovative dimension to existing training methods implemented in youth academies at professional German soccer clubs. In the project, we intend to develop sophisticated insights into young talents by linking aggregated individual level panel data (e.g., match results, performance evaluations or success in school) with the comprehensive data generated in the Footbonaut. In addition, we are already planning to set up controlled experiments to contribute on the question: What influences do different forms of feedback have on the performance of players in pressure settings?

4.2 CAMP BECKENBAUER



In summer 2014, CAMP BECKENBAUER and the Center for Sports and Management at WHU have signed a wide-ranging cooperation agreement, including the set-up of a dedicated CAMP BECKENBAUER Competence Team at WHU. The CAMP BECKENBAUER Competence Team is led by Prof. Dr. Sascha L. Schmidt, and consists of CAMP BECKENBAUER Assistant Prof. Dr. Dominik Schreyer, project managers Renate Imoberdorf and Kerstin Forword and PhD student Caroline Päßgen, who will take over all responsibilities from Renate Imoberdorf as soon as she leaves CSM. Mark Kassis and Tobias



Streicher are also part of the team. Together, the members of the CAMP BECKENBAUER Competence Team ensure that all activities of CAMP BECKENBAUER are scientifically backed.

CAMP BECKENBAUER was founded in 2013 by Marcus Höfl. Marcus' company, Marcus Höfl Management (MHM), owns Franz Beckenbauer's personal rights and works for other high-profile personalities, for companies and sport associations. Marcus Höfl became inspired to create a global platform for sports by Franz Beckenbauer. Today, CAMP BECKENBAUER is an independent platform for global decision makers from the world of sports, business and society who share the vision to shape the future of sports. By bringing together the most influential personalities from the world of sports and associated areas in business, media and politics, CAMP BECKENBAUER provides unique networking opportunities and offers a forum to discuss the most pressing issues in sports. CAMP BECKENBAUER comprises different activities around the globe all year long (see graphic). These include the flagship Global Summit, the international idea competition franz., and the next. Summit.

4.2.1 FRANZ.



CAMP BECKENBAUER and its top-level partners aim to not only be a top-level discussion forum, but to also evoke new ways of thinking, to simultaneously develop goal-oriented solutions and, best of all, to trigger changes in the world of sports.

Developing such solutions with decision-makers in sports only, is not enough. Fresh and provoking ideas from the best brains of the young generation from around the world are needed to bring about change. Therefore, each year after the CAMP BECKENBAUER Global Summit, the CAMP BECKENBAUER Competence Team launches the international idea competition **franz.** with topics related to "the future of sports". The competition is open for undergraduate and graduate students from top universities around the world.

The 2016 competition focused on developing innovative ideas on how to best leverage digital services and technologies for an Olympic sport. The students were free to select an idea that could be implemented at any place in the sporting value chain, e.g., on the pitch, in training, how to interact with fans, with media, or with corporate partners.

All in all students from leading institutions in 31 different countries and from every continent took part in the competition, e.g from Kellogg School of Business, University of Texas (both USA), INSEAD (France), Hong Kong University of Science and Technology (Hong Kong), Queen's University (Canada), ESADE (Spain), National University of Singapore (Singapore) or WHU – Otto Beisheim School of Management (Germany). In addition, a team from the UNOSDP Youth Leadership Camp (YLC) got a wild card. In the first round they submitted their concepts which were reviewed by a team of experts from CAMP BECKENBAUER Competence Team.

The winning competitors of the first round had to then convey their ideas in a 2-minute video. In the end eight teams got the chance to present their ideas at the franz. finals on May 8th 2016 in Rust, Germany.

Student team concepts were focused on digital innovations for the sports disciplines figure skating, ice hockey, football, and track and field. The jury (Franz Beckenbauer, Britta Heidemann, fencing Olympic and world champion, Carsten Koerl, CEO of Sportradar, and Marcus Höfl, founder and CEO of CAMP BECKENBAUER) selected "Olympic Dash", a project presented by students from Kellogg School of Management in Chicago/USA, as the winning team.

At the award ceremony, Franz Beckenbauer explained: "We believe that the concept of the winning

team can be immediately implemented and with help of social media can spread the Olympic spirit throughout the world". The winning team will have the opportunity to present their idea at the CAMP BECKENBAUER Global Summit. In addition, the jury offered the team from University of Dhaka, Bangladesh (project "Cereal Killers" to improve the attractiveness of figure skating) a wildcard to present at the Global Summit.

4.2.2 NEXT.



next. is a progression of the YOUNG LEADER IN SPORTS SUMMIT (YLS) and is founded on the belief that change is only sustainable if today's decision makers enter a constructive dialogue with the next leadership generation. next. is designed as an idea incubator: It opens up CAMP BECKENBAUER to the ideas and points of view of young opinion leaders from sports business and prepares topics to be placed on the agenda of the CAMP BECKENBAUER Global Summit.

2016: "The Future of Sports in China"

next. as the Sports Future Lab of CAMP BECKENBAUER is an integral part of the year-round continual exchange of ideas and takes place every

year in spring. The agenda of the event is centered on CAMP BECKENBAUER's guiding theme. At the event on May 9th, 2016 in Rust, Germany, the next. delegates of CAMP BECKENBAUER partners, with selected guests from sport, business and academia, discussed several aspects of the guiding theme "The Future of Sports in China". The next. nominees then discussed and rated a selection of sports innovations for a potential presentation at the Innovation Slam of CAMP BECKENBAUER's Global Summit in Shanghai. Moreover, the winner of franz., the global student competition, was awarded at next.

4.3 DEUTSCHE SPORThILFE



Since September 2014, WHU – Otto Beisheim School of Management and the non-profit organization Deutsche Sporthilfe are offering full scholarships for current and former elite athletes. The first two athletes (Dana Glöß, bronze medalist in track cycling – team sprint at the 2008 world championships, and Benjamin Starke, silver medalist in butterfly in the 2009 world championships) have started the Part-Time MBA program and will graduate in 2016.

In August 2015, the educational partnership has been expanded for another four years, with two



new athletes joining the Part-Time MBA class: Thomas Lurz, twelve times World and European champion in open water swimming, and Christian Friedrich, silver World champion in four-man bobsleigh. In addition two more former top athletes started their Part-Time MBA studies on the Düsseldorf campus in September 2016. Daniel Hermann, German ice-dancing champion in 2009, and Birte Steven-Vitense, German swimming champion in 2004/2007 as well as Olympic competitor in 2004, are the third generation of athletes to begin their studies at WHU as part of the joint



study support scheme of the “Sprungbrett Zukunft” initiative organized by Deutsche Sporthilfe.

Daniel Hermann was delighted at the opportunity. “Besides talent, hard work and ambition, success in sports primarily depends on a very good trainer. The part-time MBA now gives me the chance to once more learn from the best and to achieve my career goals.” Deutsche Sporthilfe and WHU will be collaborating for at least another three years in order to be able to offer this unique opportunity to German athletes. Each year, two outstanding current or former athletes will be given a fully funded place on WHU’s Part-Time MBA Program. “During my sporting career I always strived to achieve excellence and top performance. This course now allows me to continue on that path,” says Birte Steven-Vitense with conviction at the start of her studies. The two university places are being funded in equal parts by WHU and the Stiftung Initiative Werte Stipendium.

Dr. Michael Ilgner, Chairman of Deutsche Sporthilfe, acknowledges, “Most top athletes approach their careers with the same determination and motivation as their sports. Business is increasingly recognizing this potential. The Part-Time MBA Program equips our former athletes with excellent tools for future management positions.”

For Deutsche Sporthilfe, the cooperation is a ligh-

those project in the initiative “Sprungbrett Zukunft”, aiming to support athletes in implementing a successful career after their sporting career. WHU in its turn aims at closer orientation of its MBA to the needs of elite athletes using innovative teaching and learning approaches to deliver the program in a flexible way.

Besides those athletes holding a scholarship, there are several more elite athletes studying in the MBA and Executive Education Programs at WHU right now. See a list of them below.



PART-TIME MBA

- **Dana Glöß (Track Cycling)** / 5x German Champion / Class of 2016
- **Benjamin Starke (Swimming)** / 3x German Champion / Class of 2016
- **Thomas Lurz (Open Water Swimming)** / 12x World Champion / Class of 2017
- **Christian Friedrich (Bobsleigh)** / 2nd Place World Championships / Class of 2017
- **Daniel Hermann (Figure Skating)** / German champion / Class of 2018
- **Birte Steven-Vitense (Swimming)** / 2x German Champion / Class of 2018
- **Nicolas Limbach (Fencing)** / 2x World Champion / Class of 2018

FULL-TIME MBA

- **Andreas Späck (Field Hockey)** / 2x European Champion / Class of 2017
- **Daniela Schreiber (Swimming)** / European Champion / Class of 2017

SPOAC

- **Martin Schmitt (Ski Jumping)** / 4x World Champion; 2x World Cup Winner; Olympic Gold Medalist / Class of 2016
- **Felix Reuß (Field Hockey)** / World Cup Participant / Class of 2016
- **Richard Becker (Tennis)** / 4x ITF Future Champion / Class of 2016
- **Normann Stadler (Triathlon)** / 2x Ironman World Champion / Class of 2017
- **Amelie Kober (Snowboard)** / World Cup Winner; Olympic Silver and Bronze Medalist / Class of 2017
- **Eileen Hoffmann (Field Hockey)** / European Champion; 2x German Champion / Class of 2017
- **André Weßels (Fencing)** / World Champion; Olympic Bronze Medalist / Class of 2017

rank among the leading institutions and companies in sports business. The cooperation with industry trendsetters reinforces the link between science and practice, and ensures that the SPOAC degree and non-degree programs are geared towards industry needs. Students gain unique access to decision makers from the industry. The partners are able to leverage SPOAC as an essential recruiting platform to acquire new highly qualified employees.

SPOAC follows the participant-centered learning approach – using the Harvard Case Method in its programs and putting an emphasis on those aspects that are most challenging for the program participants in their day-to-day work. Identifying the “pain points” of the industry and building a curriculum to address them was only possible through the collaboration with SPONSORS and their business partners. German newspaper Welt am Sonntag for example describes SPOAC as “the most comprehensive package currently in the market”.

4.4 SPONSORS

SPONSORS In recent years, sport has developed into a vibrant multi-billion-dollar industry. In parallel, sports businesses have been subject to increasing professionalization, leading to a growing need for qualified executives. This entails a rapid rise in the demand for adequate training, which cannot be satisfied by existing development concepts. With the goal of preparing high-potential individuals in the best possible fashion for future challenges in sports business, WHU has joined forces with SPONSORS, the leading provider of information and organizer of conferences in sports business, to establish SPOAC – Sports Business Academy by WHU. The formal cooperation papers were signed in December 2014, the first classes started in September 2015 and will graduate in September 2016. That's when the second class will kick off.

Founding partners of SPOAC – Sports Business Academy by WHU are the German Football League (DFL), German Football Association (DFB), German Olympic Sports Confederation (DOSB) and WWP Weirather – Wenzel & Partner, which

5. RESEARCH ACTIVITIES

At the Center for Sports and Management (CSM), we explore individual behavior through the lenses of professional sports. In particular, we are interested in better understanding factors that shape individual consumer decision-making as well as in exploring the role of the various determinants of employee performance. In this context, our interdisciplinary research touches on a wide variety of phenomena, including the divergent roles of awards, beauty, competitive balance, feedback and superstars. Specifically, we are focusing on the many advantages of natural and field experiments to test assumptions and models.

Current research projects (excerpt):

- Effects of high-status actors on team member willingness to cooperate
- Employee performance enhancement through nonmonetary incentives, e.g., awards and feedback

Our research has been documented in numerous international peer-reviewed journals including Applied Economics, Journal of Economic Psychology, Journal of Sports Economics, Psychology & Marketing and German Economic Review.

5.1 MONOGRAPHS

1. Schmidt, S.L., Eberhard, K. (2016). SPOAC Sportbusiness-Studie 2016, WHU – Otto Beisheim School of Management, Düsseldorf/Vallendar.

2. Schmidt, S.L., Schreyer, D., Streicher, T. (2015). To host or not to host the olympics - a transnational perspective, WHU - Otto Beisheim School of Management, Düsseldorf/Vallendar.

5.2 PUBLICATIONS IN REFEREED JOURNALS

1. Schreyer, D., Schmidt, S.L., Torgler, B. (2016). Against all odds? Exploring the role of game outcome uncertainty in season ticket holders' stadium attendance demand, Journal of Economic Psychology, 56, 192-217.

2. Merkel S., Schmidt, S.L., Torgler, B. (2016). The effect of individual uncertainty on the specificity of human capital: empirical evidence from career

developments in professional soccer, Applied Economics. DOI: 10.1080/00036846.2016.1231907.

3. Bergmann, A., Schmidt, S.L., Schreyer, D., Torgler, B. (2016). Age and organizational identification: Empirical findings from professional sports, Applied Economics Letters, 23, 718–722.

4. Streicher, T., Schmidt, S.L., Schreyer, D., Torgler, B. (2016). Is it the economy, stupid? The role of social versus economic factors in people's support for hosting the Olympic Games: evidence from 12 democratic countries, Applied Economics Letters. DOI: 10.1080/13504851.2016.1173175.

5. Schreyer, D., Torgler, B. (2016). On the role of race outcome uncertainty in the TV demand for Formula 1 Grands Prix, Journal of Sports Economics. DOI: 10.1177/1527002515626223.

6. Merkel, S., Schmidt, S.L., Schreyer, D. (2016). The future of professional football - A delphi-based perspective of German experts on probable versus surprising scenarios, Sport, Business and Management: an International Journal, 6, 295–319.

5.3 ARTICLES ACCEPTED FOR PUBLICATION IN REFEREED JOURNALS

1. Schreyer, D., Schmidt, S.L., & Torgler, B. (2016). Game outcome uncertainty and television audiences demand: new evidence from German football, German Economic Review.

2. Schreyer, D., Schmidt, S.L., Torgler, B. (2016). Game outcome uncertainty in the English Premier League: Do German fans care?, Journal of Sports Economics.

5.4 CASE STUDIES

1. Groysberg, B., Schmidt, S. L., Thomke, A., Herman, K., Norris, M. (2016). Die Mannschaft: How Germany Won the 2014 FIFA World Cup, Harvard Business School (N9-416-025).

2. Zhu, F., Lakhani, K.R., Schmidt, S.L, Herman, K. (2015). TSG Hoffenheim: Football in the Age of Analytics, Harvard Business School (N9-616-010).



5.5 REFEREE AND EDITORIAL ACTIVITIES

Assistant Professor Dr. Dominik Schreyer acted as reviewer for Applied Economics and Journal of Sports Management.

5.6 ACCEPTED CONFERENCE PAPERS

1. Bellmann, P., Günther, C., Schmidt S.L. (2016). Sports sponsorship as strategic HR tool: How companies can leverage their sports sponsorships internally to engage and retain their employees, Sport Marketing and Sponsorship Conference, Salzburg, (8th) April 2016.

2. Schreyer, D., Schmidt, S.L., Torgler, B. (2015). Game outcome uncertainty and the demand for international team sports, 23rd European Association for Sport Management (EASM) Conference, Dublin, (10th) September 2015.

5.7 OTHER PRESENTATIONS

1. Schmidt, S.L. (2016). Ergebnisse der Sportbusiness Studie 2016, SpoBiS - Sponsors Business Summit, February 2016, Düsseldorf.

2. Schmidt, S.L. (2016). The new face of the Asian customer, next. conference, May 2016, Rust

3. Schmidt, S.L. (2015). Camp Beckenbauer Research Report on Perception of Olympic Games, October 2015, Kitzbühel.

4. Schmidt, S.L. (2015). Die Zukunft des Profisports, Baden-Badener Unternehmer Gespräche, September 2015, Baden-Baden.

6. EXECUTIVE EDUCATION & CORPORATE CONNECTIONS

6.1 SPOAC: GENERAL MANAGEMENT PROGRAM IN SPORTS BUSINESS BY WHU



The core offering of SPOAC is the General Management Program in Sports Business, (GMP). Through nine three-day modules, participants learn the essentials of sports management and are awarded a certificate worth 15 ECTS. This also includes the so-called Personal Mastery Project, in which program participants plan and implement a project with their employer and receive extensive coaching from experienced experts from the field.

The GMP can be combined with the WHU Part-Time MBA program for the WHU Part-Time MBA Sports Business Track, giving SPOAC participants the opportunity to obtain a globally acknowledged degree with a sports business focus. Furthermore, individual modules of the GMP are also offered as so-called Excellence Programs, three-day stand-alone certificate courses – a total of approximately 80 participants have already pursued this opportunity in the first year since SPOAC's establishment.

One major asset of SPOAC is its vast number of leading guest speakers, including, among others: Carsten Cramer, Head of Sales and Marketing at Borussia Dortmund; Herbert Henzler, former Managing Director of McKinsey Germany; Dr. Michael Ilgner, CEO of Deutsche Sporthilfe; Martin



Kind, President of Hannover 96; Antonio Martin, Director Audiovisuals at FC Barcelona; Ingo Schiller, CEO of Hertha BSC; Christian Seifert, CEO of DFL - Deutsche Fußball Liga; Carsten Schmidt, CEO of Sky Germany; Dr. Michael Vesper, CEO of DOSB - Deutscher Olympischer Sport Bund.

In September 2016, the second GMP class kicked off with the first two modules taught by Professors Sascha L. Schmidt and Christoph Hienerth on "Strategy in Action" and "From Idea to Impact" respectively. The program participants have come from all relevant areas of sports business, including world associations like FIFA or FEI (International Association of Equestrian Sports), national key players like DFB, DFL, Borussia Dortmund or 1. FC Köln, as well as service providers and sponsors, such as Deutsche Sportwetten and WWP. Current and former professional athletes, including former ski jumping Olympic gold medalist Martin Schmitt or two time Ironman World Champion Normann Stadler, have added a unique perspective to the class's case discussions. The high level of satisfaction with the program so far was apparent in written participant feedback.





One major focus of the GMP is leadership, including the pursuit of each individual participant's "leadership journey" in between on-campus sessions. Further highlights include, among others, the Consulting Field Study module, in which participant groups will act as consulting teams to work on urgent challenges the SPOAC partners are faced with, and the Internationalization module.

While the Class of 2016 spent this concluding module in Boston, USA, co-taught by Stephen Greyser, the gray eminence of sports management at Harvard Business School, the Class of 2017 will experience one of the most vibrant emerging sports markets in Shanghai, China.

6.2 OTHER CORPORATE CONNECTION ACTIVITIES

Besides working closely together with its partners, the Center for Sports and Management was engaged in other activities with several companies including the following.

HBS Case with FC Bayern München

Prof. Dr. Sascha L. Schmidt and former Project Manager Renate Imoberdorf initiated a new Harvard Business Case together with Bundesliga Club FC Bayern München on its internationalization strategy.

HBS Case with sky Germany

Prof. Dr. Sascha L. Schmidt and Renate Imoberdorf initiated a new HBS-Case with German media company sky Germany on the Bundesliga media rights tender.

WHU Case with FC Schalke 04

Prof. Dr. Sascha L. Schmidt and Dominik Schreyer initiated a new WHU Case Study with Bundesliga Club FC Schalke 04 on their entry into eSports as adjacent business.



7. SERVICES PROVIDED TO THE SCHOOL

7.1 INTERVIEWS

- Renate Imoberdorf supported as trainer at the interviewer training day for the MBA students on December 4, 2015.
- Tobias Streicher supported as trainer at the interviewer training day for the MBA students on December 4, 2015.
- Klaus Eberhard supported as trainer at the interviewer training day for the MBA students on December 4, 2015.
- Renate Imoberdorf supported as interviewer at the off-campus admission tests for the WHU Master of Science program on May 25, 2016.
- Tobias Streicher supported as interviewer at the Off-Campus Admission Test for the WHU Master of Science program on February 17, 2016.

7.2 OTHER SERVICES PROVIDED

- Tobias Streicher supported as a group leader at BCG management workshop for Campus for Finance on January 13, 2016.
- The Center for Sports and Management was responsible for planning, organizing and executing the international student competition franz.
- Renate Imoberdorf and Florian Bünning hosted several panels and talks at franz. as well as next.
- The Center for Sports and Management did fundraising at Dietmar Hopp Foundation and for SPOAC and the Camp Beckenbauer Competence Team at WHU.

8. COMMUNITY OUTREACH

8.1 KEYNOTES AND PRESENTATIONS

- Dennis-Julian Gottschlich prepared a panel discussion for a presentation slot offered to WHU at the *NRW-Tag 2016*. Topic of the discussion was the Grand Depart of the Tour de France in Düsseldorf 2017 and its effects on the city. Alongside other high-class guests Prof. Dr. Sascha L. Schmidt took part as a panelist. The *NRW-Tag 2016* was held in Düsseldorf in August in celebration of the 60th birthday of North Rhine-Westphalia. More than one million visitors came to Düsseldorf within the three days of celebration.
- Prof. Schmidt held a keynote on the future of professional football at *mitGeredet*, an event series for members and supporters of Bundesliga club FC Schalke 04 in May, 2016. After his presentation Prof. Schmidt took part in a panel discussion together with two members of the board of FC Schalke 04.
- Prof. Schmidt was a panelist at the Marketing Strategy Panel within the *TheBiz - esports. BIU Summit* in July, 2016. The *eSports.BIU Summit* is a conference, where key challenges and opportunities of eSports are presented and discussed from different angles and perspectives.
- Prof. Schmidt held a keynote at the *35. Sporthilfe Elite-Forum* in November 2015. The *Sporthilfe Elite-Forum* seeks to bring Germany's elite athletes in dialogue with opinion leaders from all parts of society, just as the Federal Minister of the Interior Thomas de Maizière, Herbert Hainer (CEO adidas) or TV-Host Günther Jauch.
- Prof. Schmidt also took part in the *Digital Forum* at Harvard Business School in November 2015 and is now part of HBS' *Digital Initiative*.
- Prof. Schmidt held a presentation on the future of professional sports at the *Baden-Badener Unternehmer Gespräche (BBUG)* in September 2015. The *Baden-Badener Unternehmer Gespräche* seek to support those at the helm of companies today and tomorrow in embracing their overarching and wide-ranging responsibility for their companies, business and society.

8.2 THOUGHT LEADERSHIP

In terms of Thought Leadership Prof. Schmidt also contributed with numerous articles and interviews in national quality media. See a list below.

Press

- **Die Welt** (12.09.2015): Die neue Bildungs-Elite der Bundesliga.
- **Der Spiegel** (Issue 34/2015): Olympia Bewerbung.
- **Aachener Zeitung** (14.09.2015): Superstars der virtuellen Welt.
- **Bundesliga Magazin** (01.10.2015): Bildung boomt.
- **SPONSORS** (Issue 11/2015): Unentschlossene mobilisieren.
- **Manager Magazin** (16.11.2015): Wie Hamburg um Olympia kämpft.
- **Handelsblatt** (22.12.2015): 2. Halbzeit - Das Leben nach dem Sport.
- **Welt am Sonntag** (17.01.2016): Roboter auf dem Rasen.
- **HORIZONT** (Issue 2/2016): Digitale Trends der Sportvermarktung.
- **HORIZONT** (Issue 2/2016): Sportbusiness Studie 2016.
- **Bundesliga Magazin** (Issue 1/2016): Spitzenfußball für Überraschungen gut.
- **Süddeutsche Zeitung** (06.02.2016): Einstiegsmöglichkeiten für Spitzensportler.
- **i-future Magazin** (Issue 2/2016): E-Gaming hat längst die Nische verlassen.
- **Palais Biron** (Issua Nr. 22): E-Gaming als Chance & Herausforderung.
- **SPONSORS** (Issue 2/2016): Die digitale Zukunft des Profifußballs.
- **FAZ** (15.03.2016): Superliga über der Champions League.
- **Die Welt** (17.03.2016): Fußball folgt nur Marktgesetzen.
- **WAZ** (24.05.2016): Wie der Profifußball 2025 aussehen könnte.
- **Handelsblatt** (31.05.2016): Sportbusiness-Kurse helfen Profiathleten.
- **SPONSORS** (Issue 6/2016): Leadership für Millennials.
- **HORIZONT** (23.06.2016): Athleisure: Mode- und Sportbranche.
- **SPONSORS** (Issue 08/2016): Struktur kaschiert keine Defizite.

TV

- **WDR** (15.08.2016): World of Games: Der Aufstieg des eSports.
- **WDR** (24.08.2016): Warum Kommunen Fußballclubs finanzieren.

Radio

- **SWR** (22.01.2016): Digitale Zukunft des Fußballs.
- **WDR 2** (22.02.2016): Wirtschaftsfaktor Fußball.

Online

- **FOCUS Online** (22.04.2016): Bundesliga-Clubs können von DAX-Konzernen lernen.
- **FOCUS Online** (01.05.2016): Wie Leicester die Fortsetzung schafft.
- **FOCUS Online** (09.05.2016): So können BL-Clubs auf Bayern aufholen.
- **FOCUS Online** (30.05.2016): Schalke investiert in eSports.
- **Capital Online** (01.06.2016): Erfolgsfalle: Wie das DFB-Team oben bleibt.
- **FOCUS Online** (01.07.2016): Soziale Auswirkung des DFB-Teams.
- **FOCUS Online** (06.07.2016): Ronaldo & Bale: Superstars im Vergleich.
- **FOCUS Online** (15.07.2016): Mensch vs. Maschine.
- **FOCUS Online** (26.07.2016): Der tiefe Fall von Fußball-Stars.
- **FOCUS Online** (20.08.2016): Bundesligisten kokurrieren mit Google&Co.
- **FOCUS Online** (26.08.2016): BL-Clubs haben Dauerkarten-Probleme.
- **FOCUS Online** (31.08.2016): Alltagshelden vs. Superstars.



WHU - Otto Beisheim
School of Management

Erkrather Str. 224a
40233 Düsseldorf
Germany

Tel.: +49 211 44709-741
gesa.brandt@whu.edu

csm.whu.edu