

# Internationalization in a digitized sports world

Findings discovered during implementation at a Bundesliga football club.

Considerations, Referrals, Lessons learned.





## Oliver Gilhaus

Head of Internationalization & Digitalization, Sport Business Manager,  
SpVgg Greuther Fürth

- More than 20 years of international experience in management, as well as in projects in the sports industry, banking & finance.
- 7 years responsibility for conception & implementation of foreign strategies in China.
- Vice World Champion and German Champion
- Head-Coach & Team-Manager 2nd Bundesliga



## Axel Sierau

CEO of SportTreff Cooperative

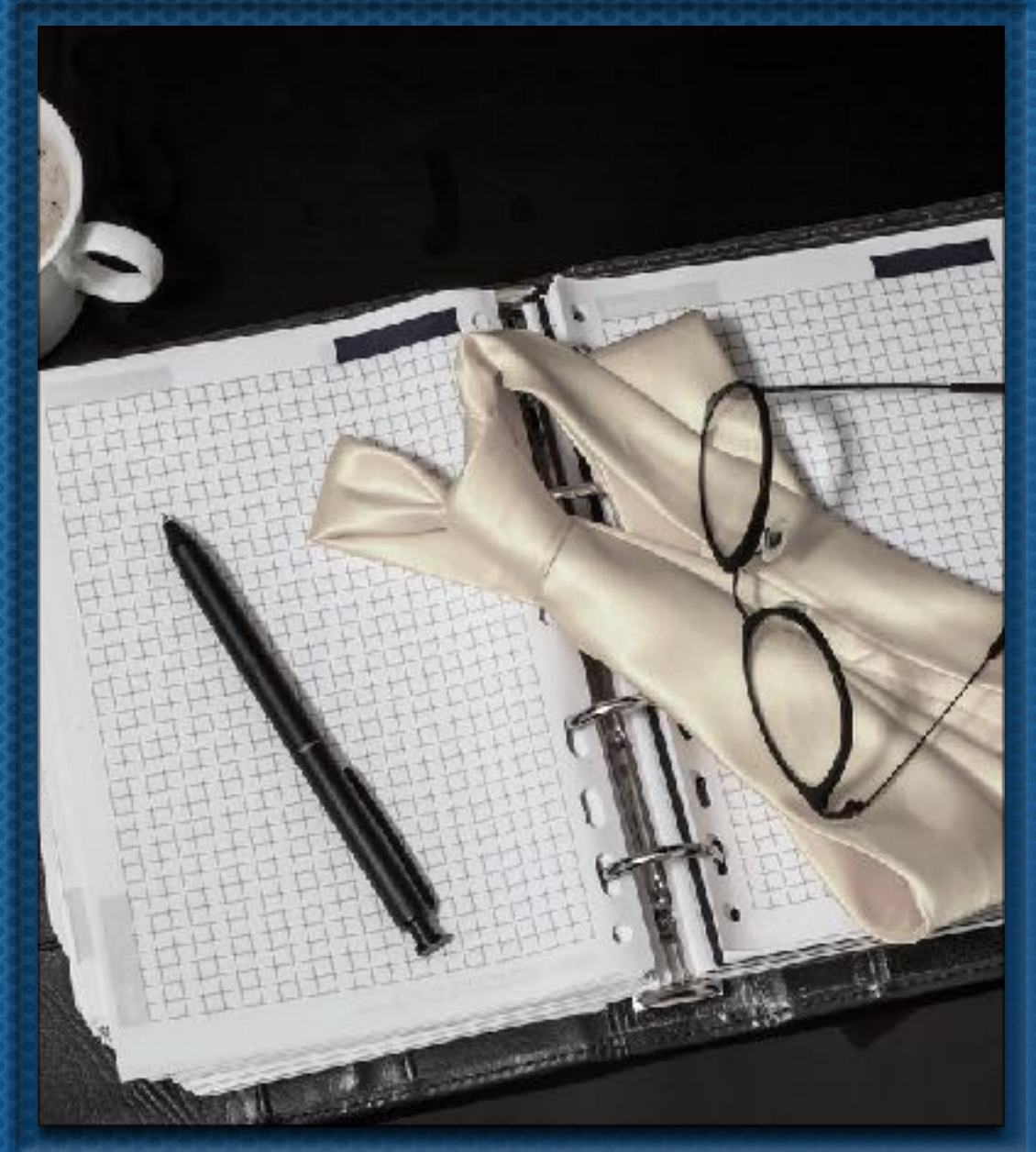
Lecturer @ various universities of applied sciences: economics & management

- 20 years of international experience in project management focused in sports
- Handballplayer/Goalkeeper since 1977, still, actual 5th L.
- Member and responsible for the handballteam of German Sports University for years
- 1995-2008 member of Institute of Sport Economics and Sport Management of German Sport University Cologne



# Agenda

- ✦ Basic Observations & Investments
- ✦ A Pre-Conclusion
- ✦ What is common practice in digitalization and internationalization?
- ✦ Thoughts on critical success factors
- ✦ Examples for the implementation of individual measures
- ✦ The Résumé



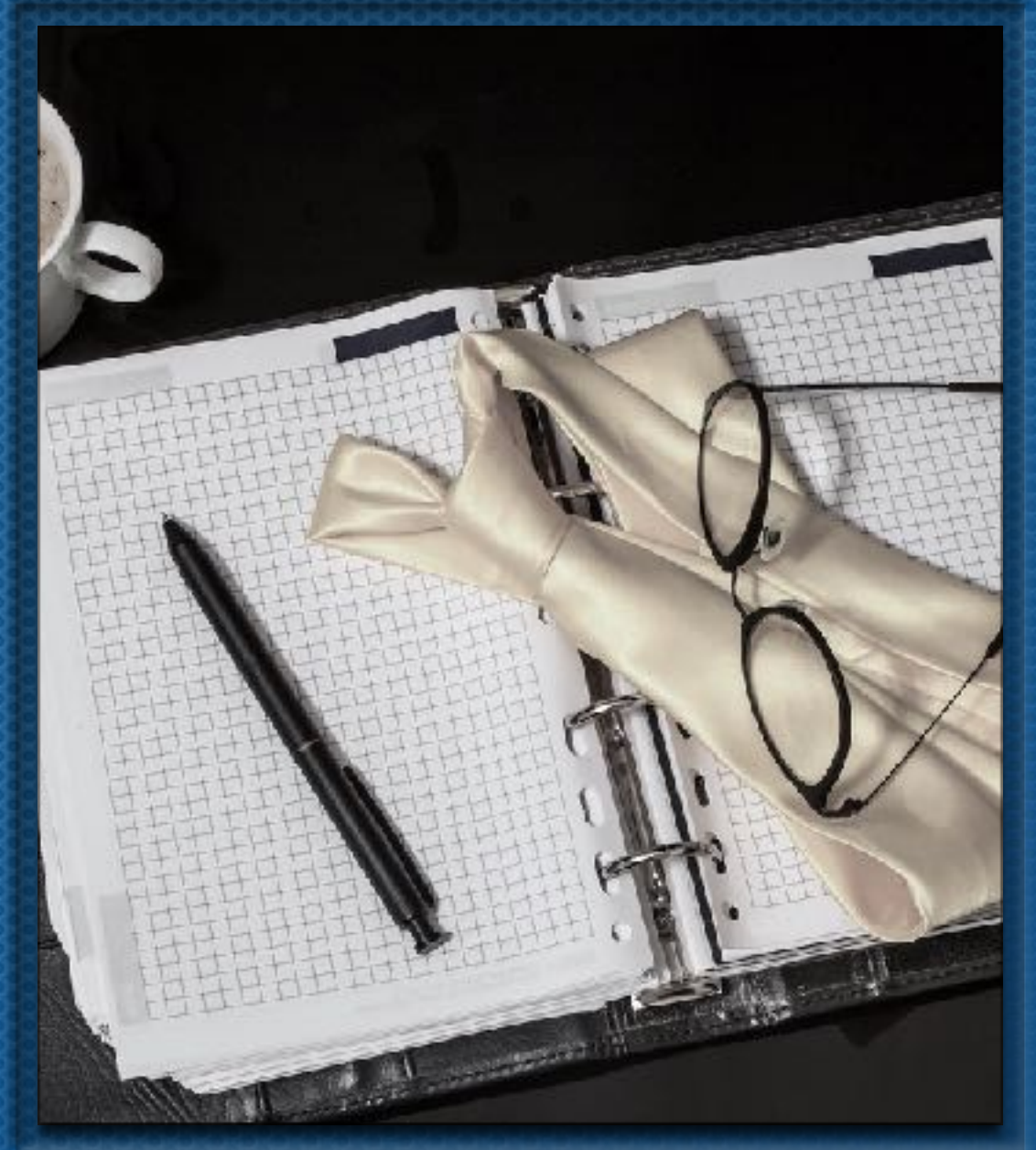






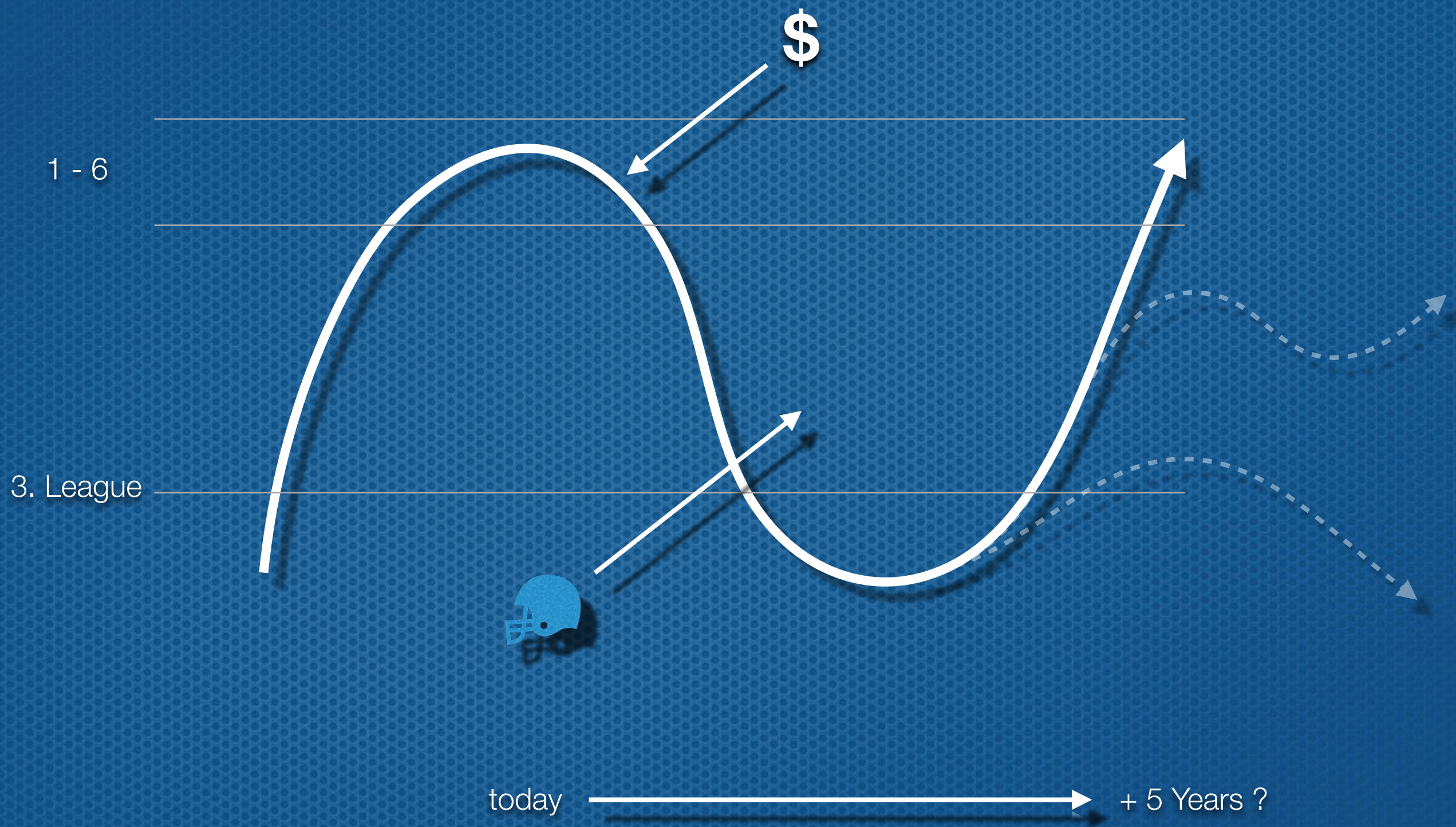
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# Basic observations





# Effects of investment on the league table

## Average Revenue per Licensee

1. League	1 - 6	€ 260 mn
	7 - 12	€ 172 mn
	13 - 18	€ 130 mn
2. League	1 - 6	€ 47 mn
	7 - 12	€ 31 mn
	13 - 18	€ 26 mn

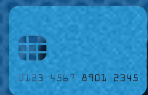
today  + 5 Years ?



# Underlyings - The usual Origin of revenue streams



Merchandising



Ticketing



Sponsoring



TV



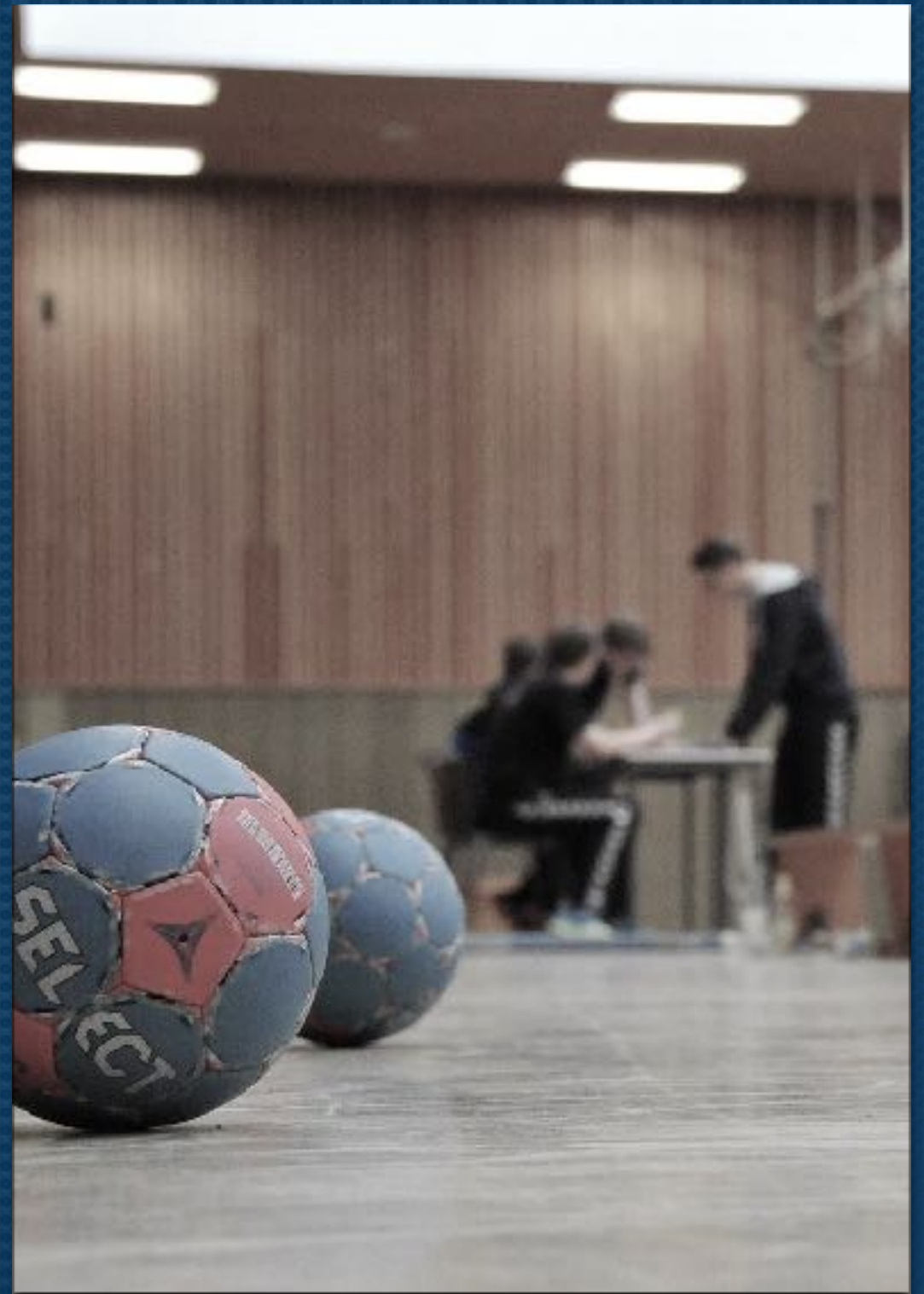
Proceeds from Transfers

... and...?



# Future Growth

„The current growth drivers, in particular ticketing and (national) sponsoring, are reaching their limits, if one rules out radical systemic changes or price increases for the fan base.“





# Maintaining Pace

„However, maintaining this pace of growth poses a major challenge for the future. This is confirmed by three results of the (...) study:“





# Main results

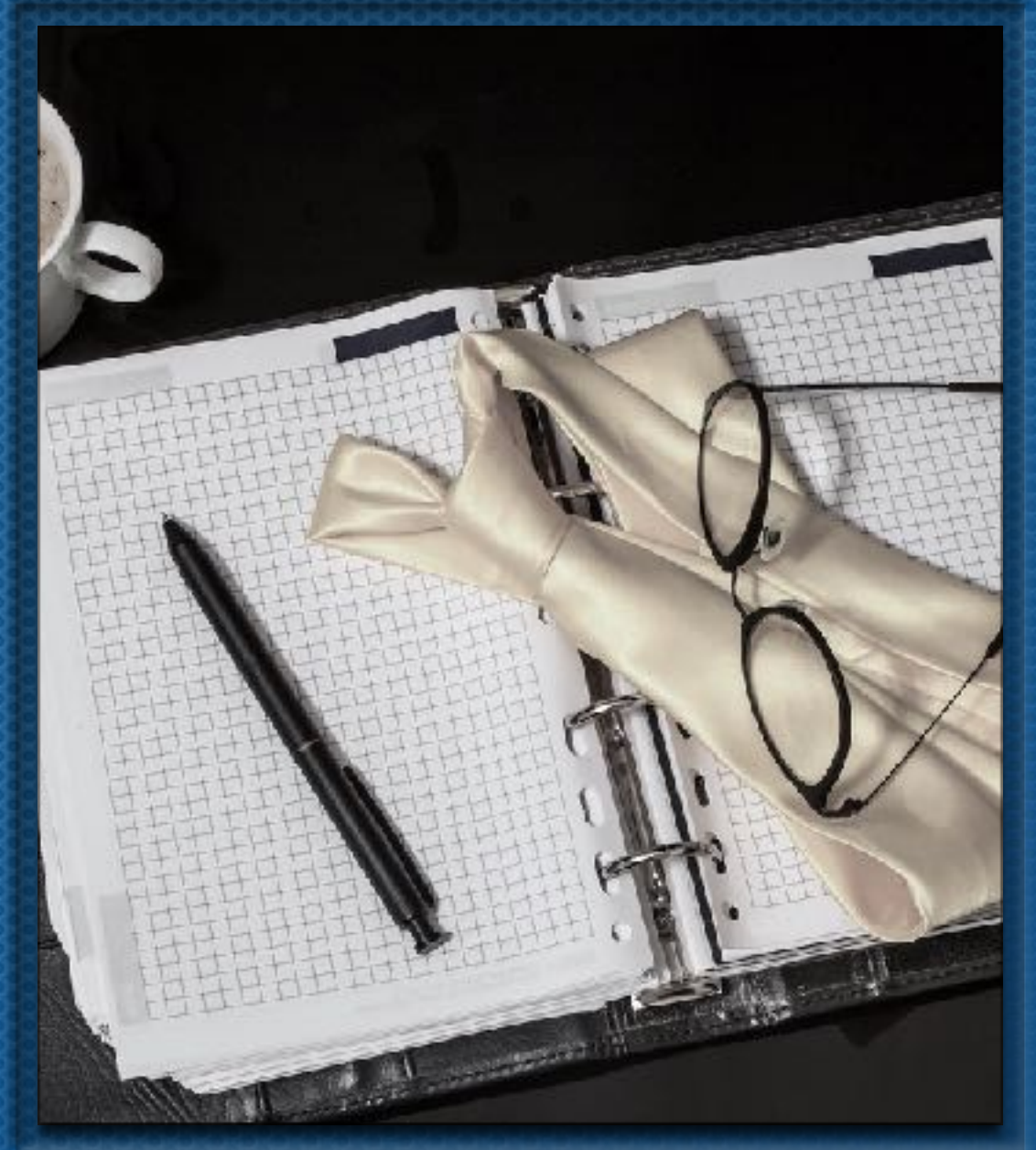


„... alongside even more intensive national media exploitation, the only other option (...) if it wants to continue growing at the same pace is therefore to opt for systematic internationalization.“



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# A pre-conclusion

- ✧ Digitalization



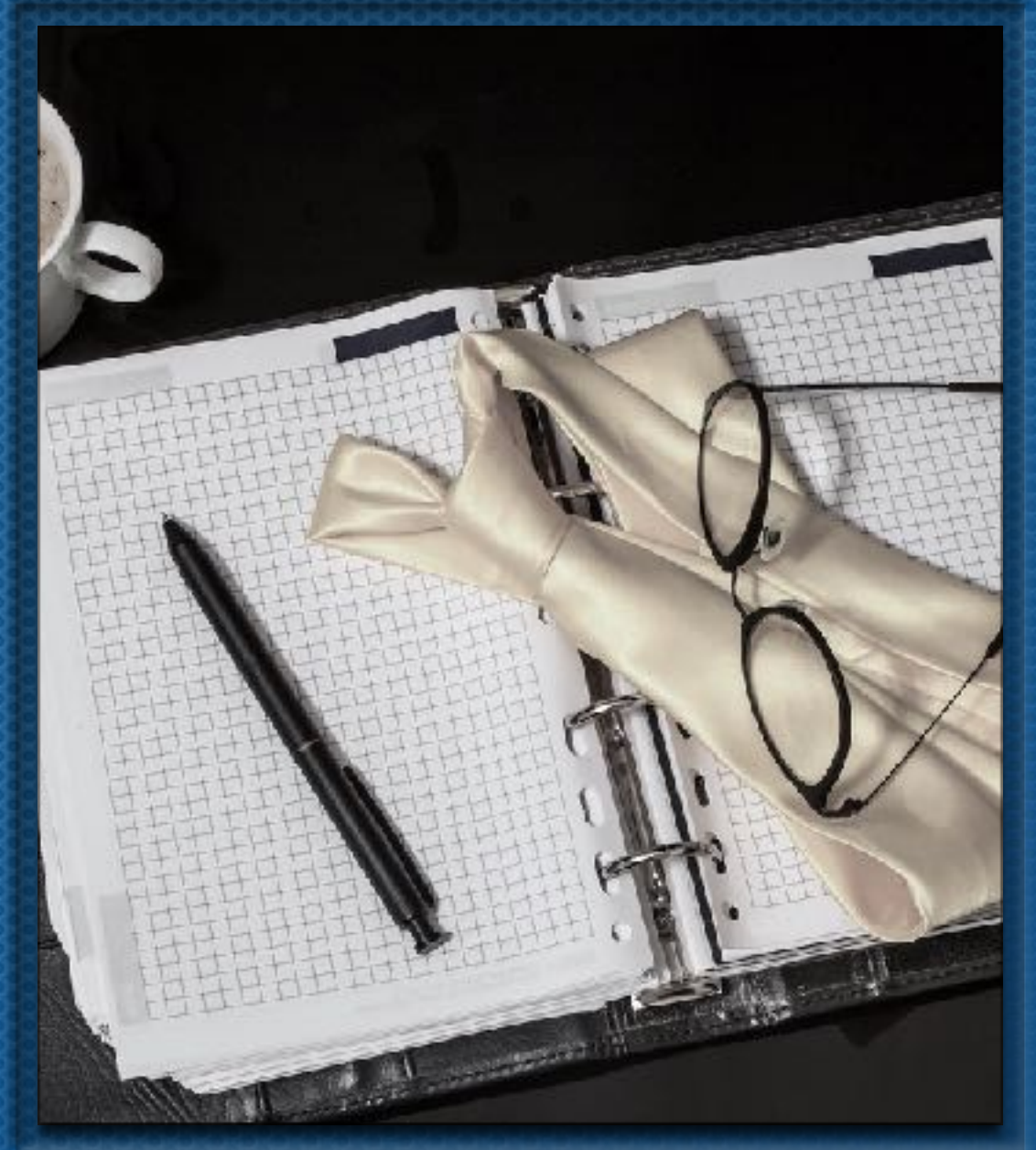
- ✧ Internationalization





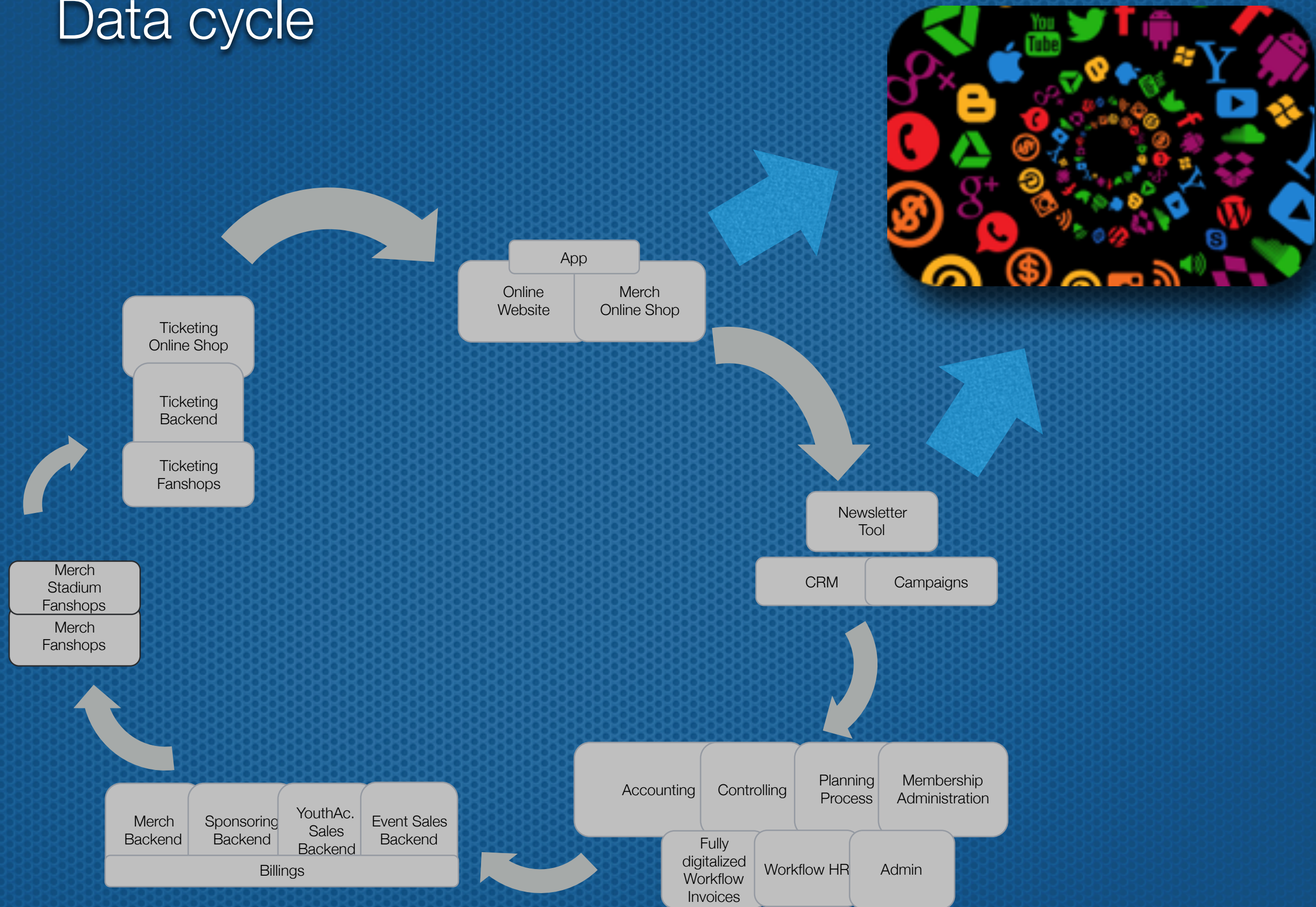
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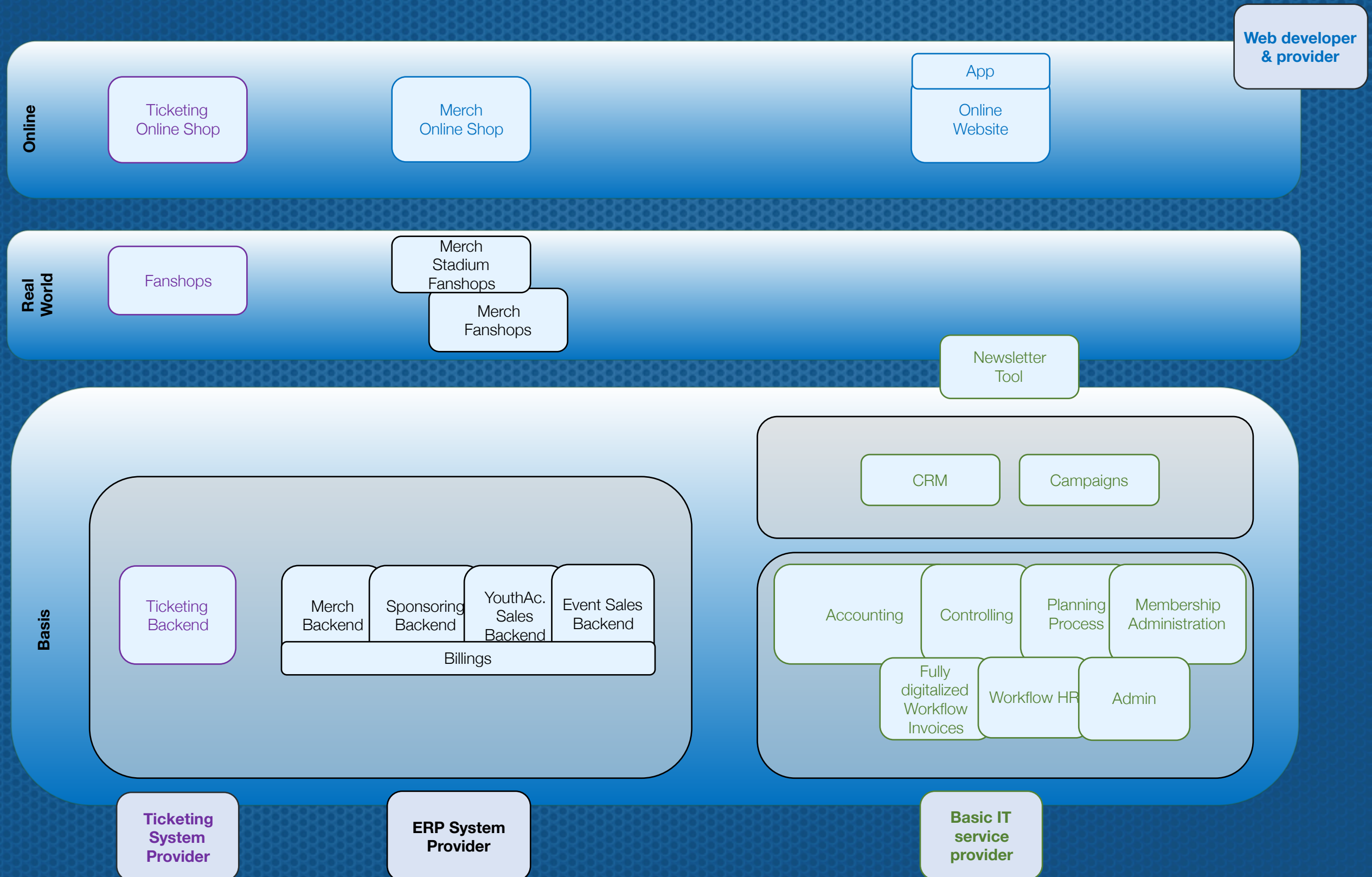


# Data cycle





# Digital foundation - a common design





# Selection of usually discussed strategies of internationalization



Commercially  
Profit  
oriented  
ROI  
Investments



Marketing  
Brand-  
Development  
Sponsoring  
Social Media



Professional  
High-  
Performance  
Sports



Schools  
Education  
Youth  
development

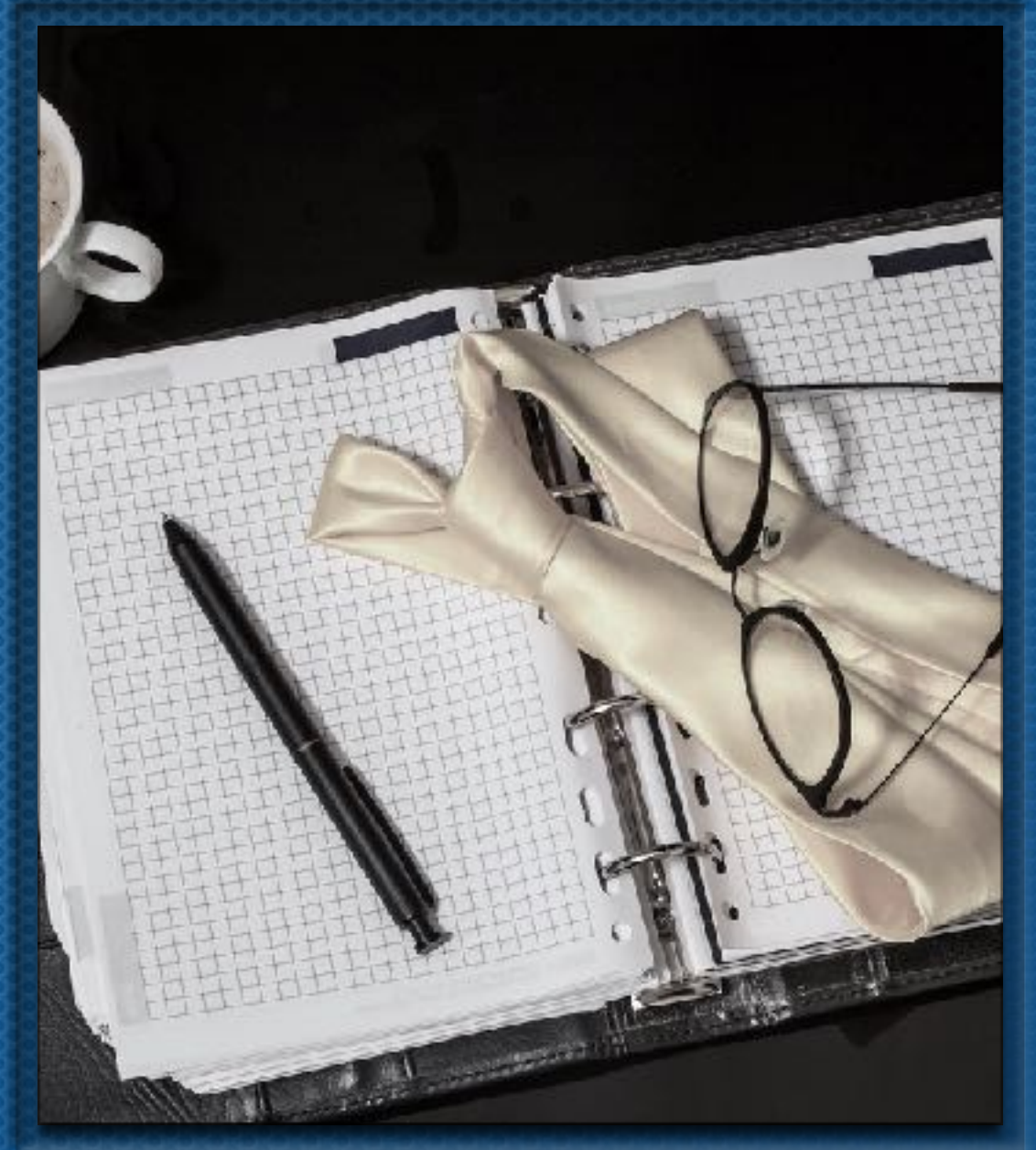


CSR & Social  
issues  
Humanitarian  
& Social aid



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# A few thoughts on critical success factors

Goals



Ressources



Organisation & Structures



Processes



Brand



Stakeholder



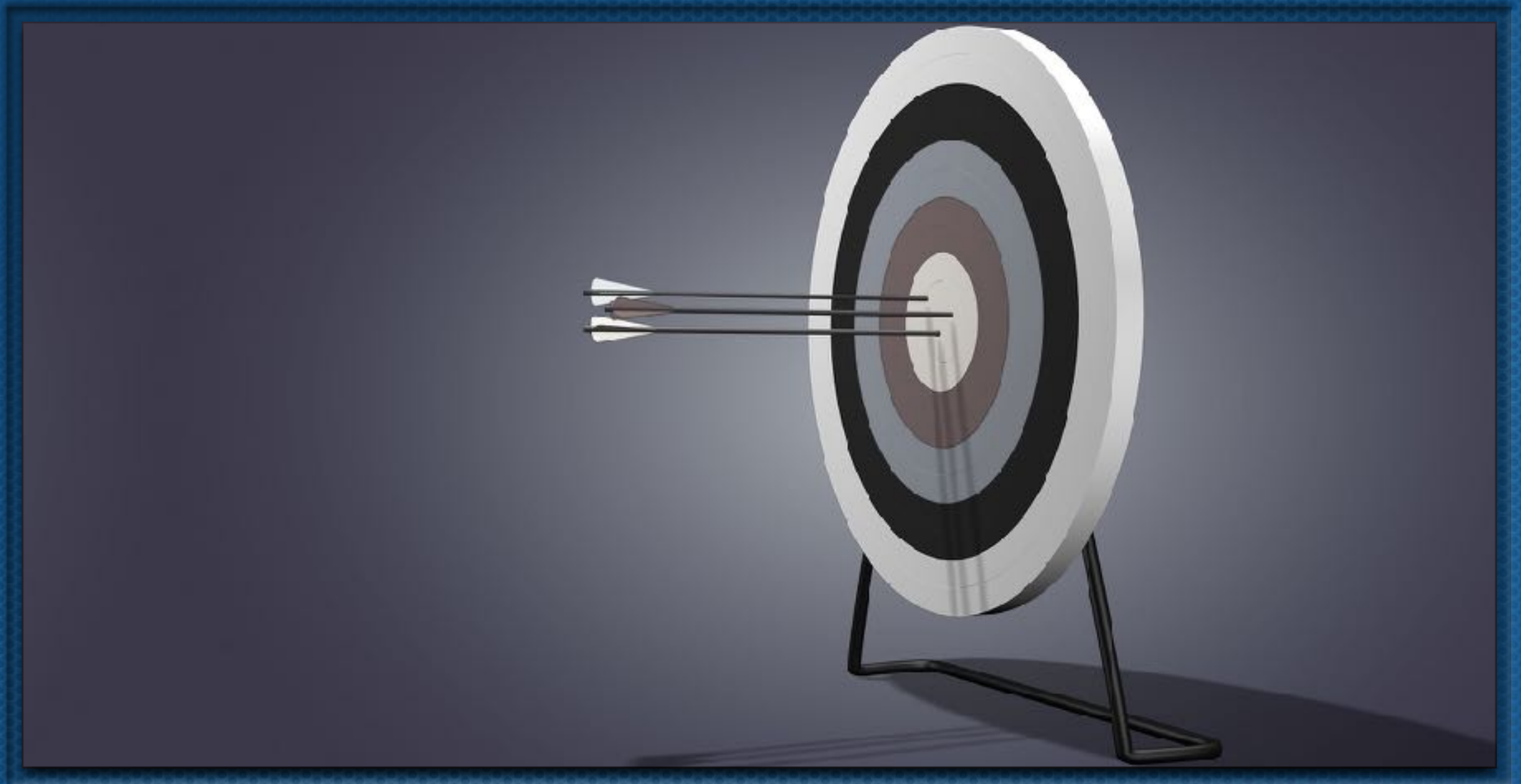
...



3 fundamental and essential aspects, emerged and been crystallized during practical implementation.







# Our goals - Our core

The most important aspect!



# 1. Get clear on your values

## Values and characteristics of the DFL - Bundesliga

professionally	Elite promotion in football, By professionals for professionals, 70 years of football knowledge
structured	The new DFB and its Academy, The home of talent, We turn talent into quality. And quality wins the title
trustable	Stability and security
state-of-the-art technology	Competence at the highest level
open-minded and globally active	The world as a guest of friends, cultural diversity
successful in sports	The 4th Star, Star Moments, The Home of the World Champions
commercially successful	In the centre of the team
thrillingly	Fascination Bundesliga
caring & social	Football is everywhere, success begins at the base, a game for all, together for the future



## 2. Identify your success factors

### Success factors and key statements of the DFL

Purpose and identity	Activities of the Bundesliga are goal-oriented and coherent with regard to the purpose and identity of the DFL and Bundesliga.
Principles	The Bundesliga implements the highest world standards in its principles.
Non-profit objectives	The Bundesliga as a stable part of society is a reliable partner of sport and business.
Social Goals	The Bundesliga stands for fairness, international understanding, competence and the promotion of youth football.
Commercial goals	The Bundesliga works not only sporty, but also economically highly professional.
Business areas	The Bundesliga is growing into new business areas.
	The Bundesliga develops new markets by being able to rely on its very own qualities and, if necessary, bring new, innovative products onto the market.
	The Bundesliga is growing internationally beyond Germany.
Competition	Bundesliga measures are absolutely competitive. The Bundesliga strives to be better than the competition.
	With its measures, the Bundesliga strives for quality leadership.
Clients	The Bundesliga focuses on your target groups and differs from its competitors in its measures.
Positioning	The Bundesliga builds close ties and preferences with its target groups, is recognizable independently with a clear brand image and is active in its activities on a long-term and sustainable basis.
Product policy	The Bundesliga offers outstanding service and quality in all aspects of its products.
Pricing policy	The price of measures and products of the Bundesliga is always appropriate according to your high quality.
Communication policy and reputation	The Bundesliga has a positive brand image. The Bundesliga transports the following values to the world: professional, structured, reliable, technically up-to-date, cosmopolitan and global, successful in sport, exciting, economically successful, socially.
Sales policy	The Bundesliga cultivates and satisfies its fans and target groups to the highest degree with top quality and always makes new friends.



### 3. Matrix for decision making of individual measures

Measure consistent with each of the objectives?

Area	Success factor & key statement	Scoring allocation
Goals What do we aim?	... ...	... ...
Strategy How do we get there?	...	...
Implementation What do we have to do?	... ...	... ...



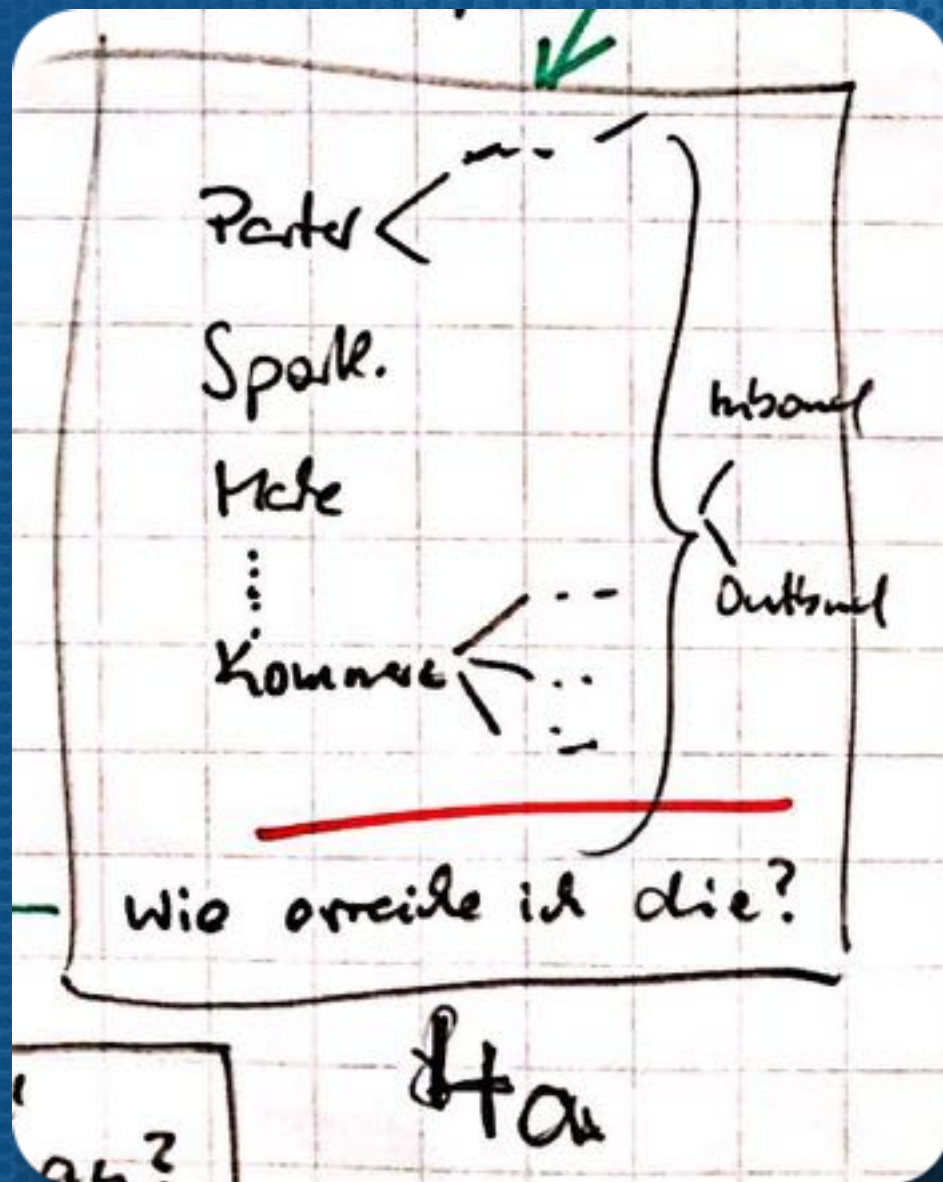
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# Who do I need to reach...

## Stakeholders





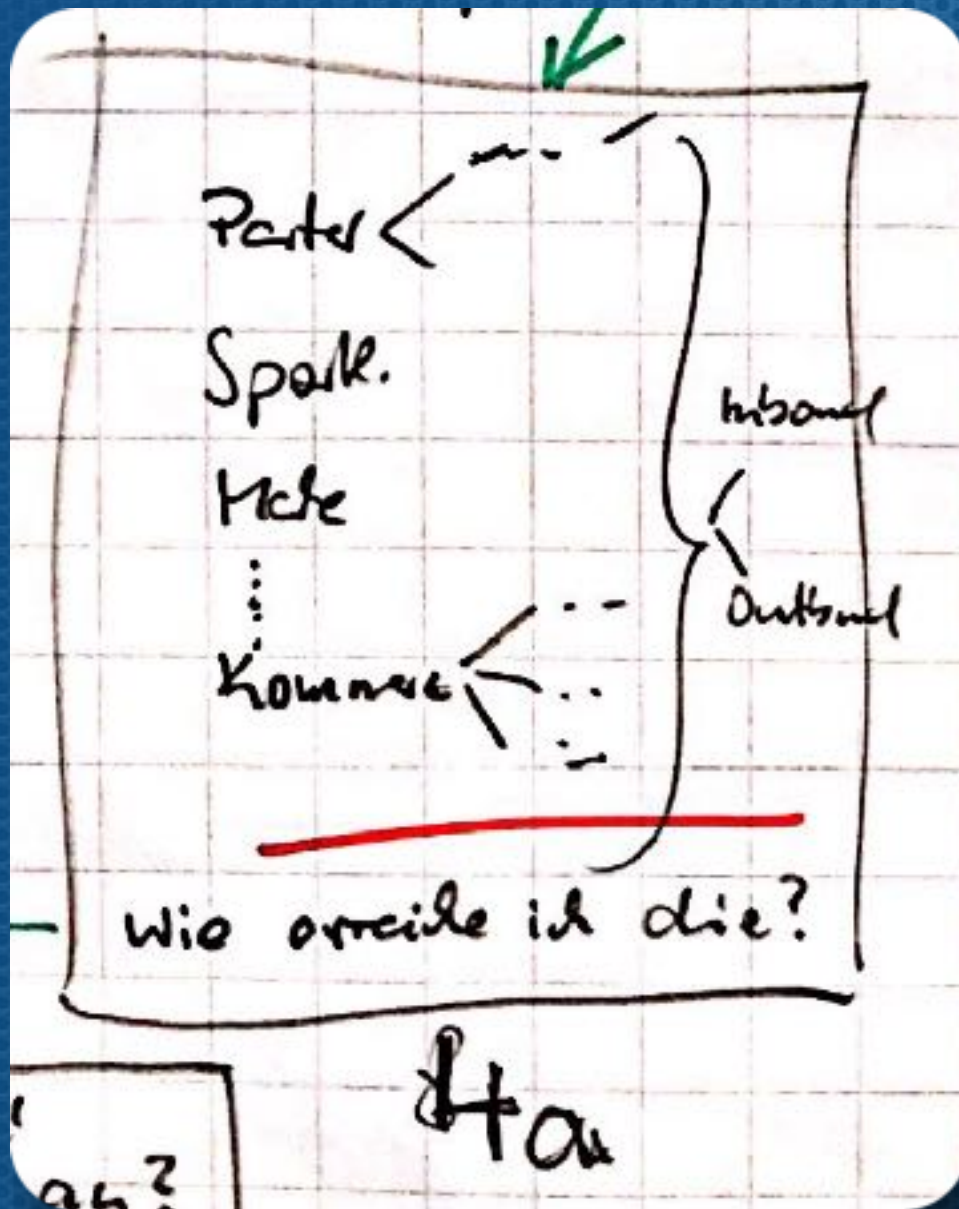
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# HOW can I reach...

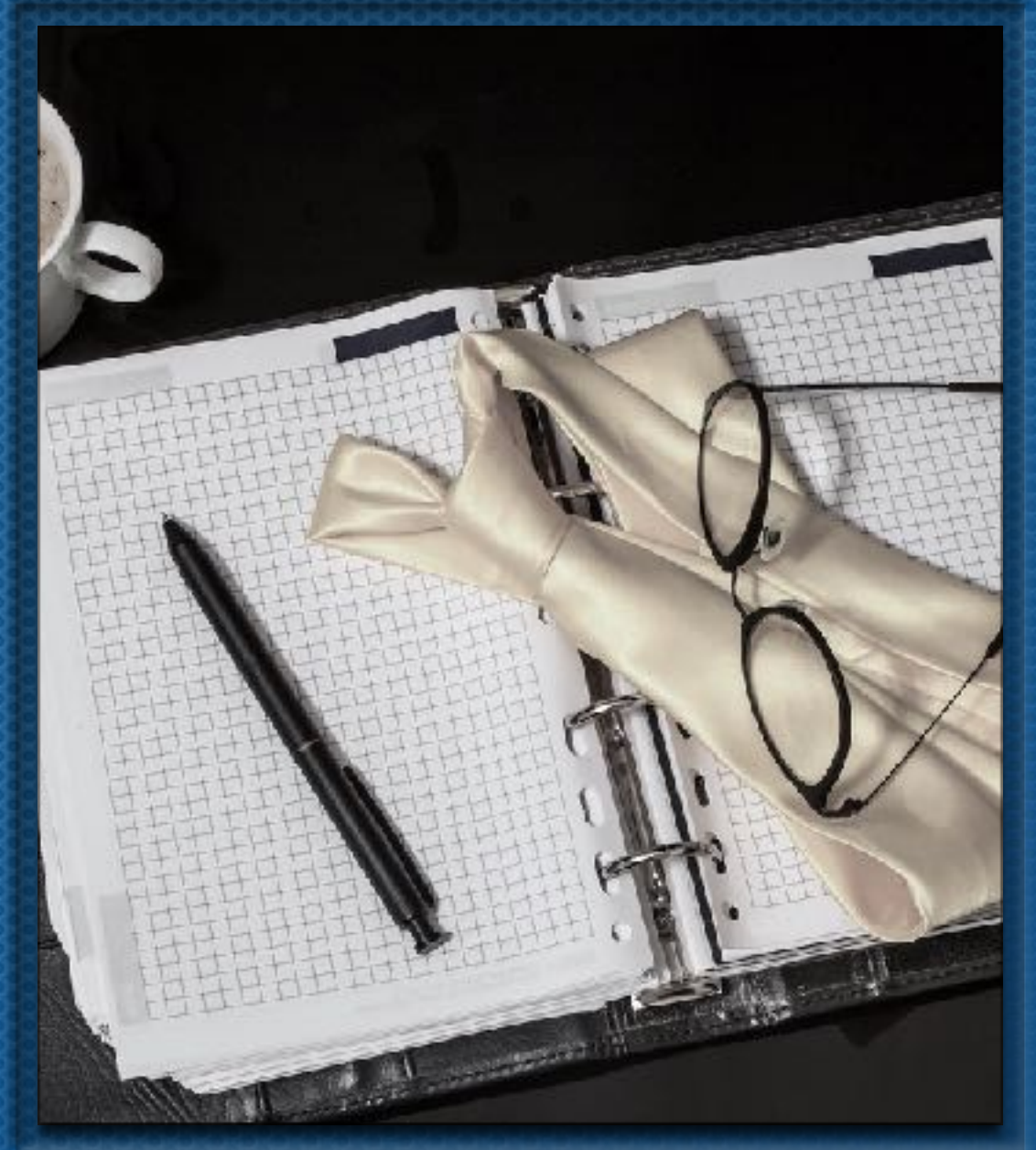
## Channels





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# World Map Handball



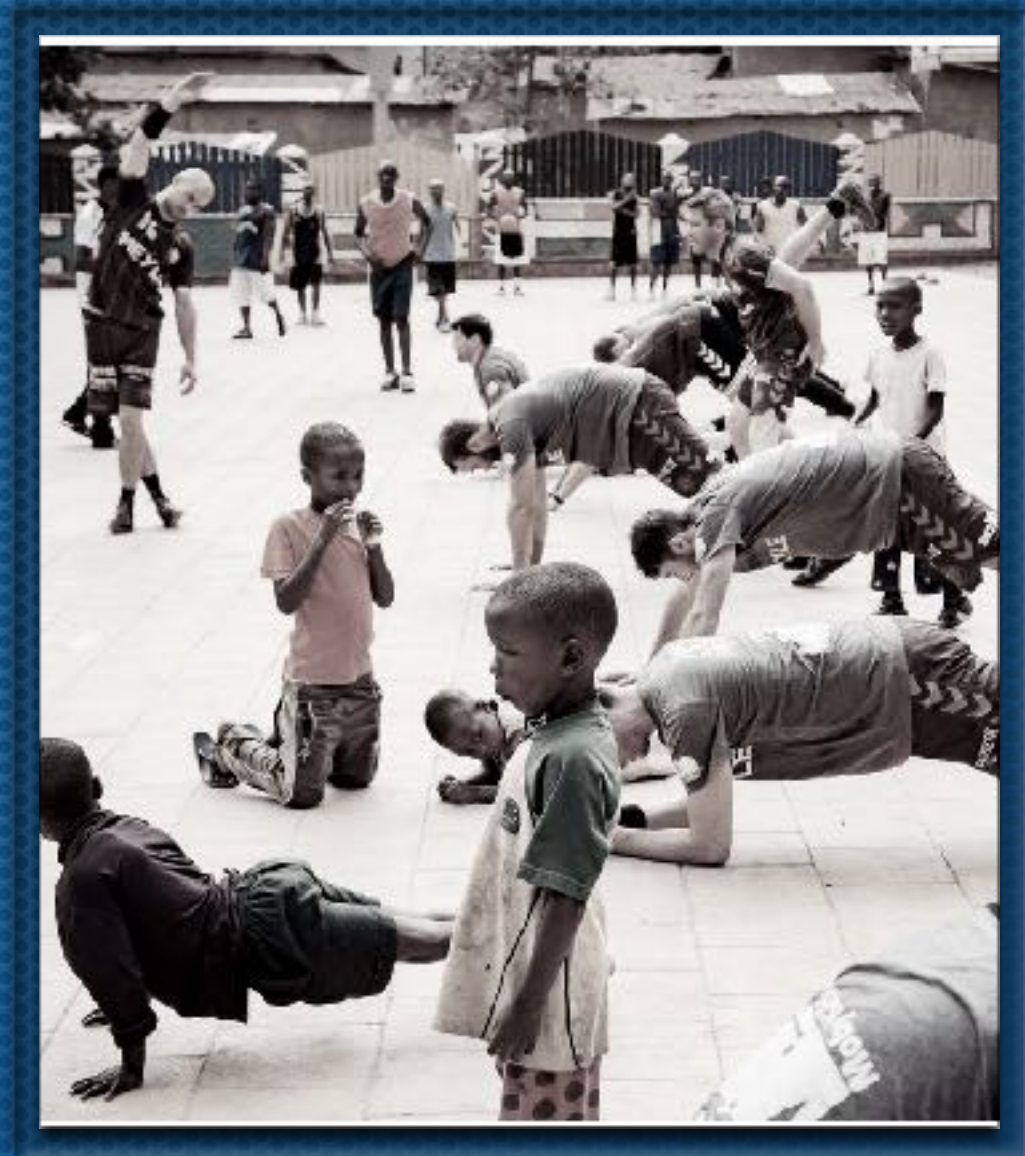


# Practical examples / Measures from Handball Involving the players

## FC St. Pauli Handball - Unestablished since 1910



- ✦ For members of your club/team
- ✦ Players, coaches, etc.
- ✦ Cultural exchange, coaches were taught





# Practical examples / Measures from Handball - Involving the players



- We'll never play alone
- Ruanda, Kigali 2017
- About 14 days in Ruanda

<https://youtu.be/WsTg73cTuOg>



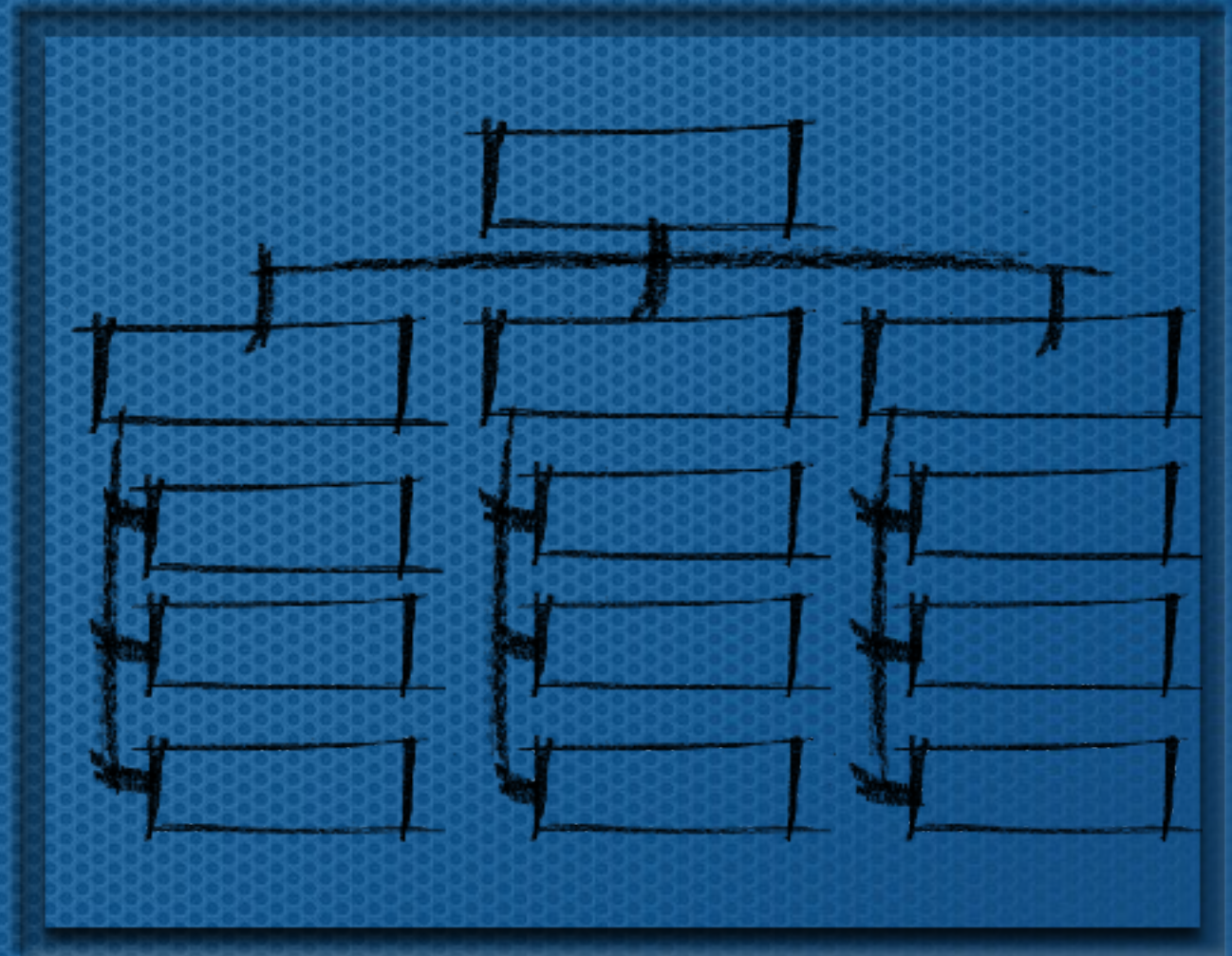
# 3 fundamentals ....

A final recommendation  
resulted from practical  
experience





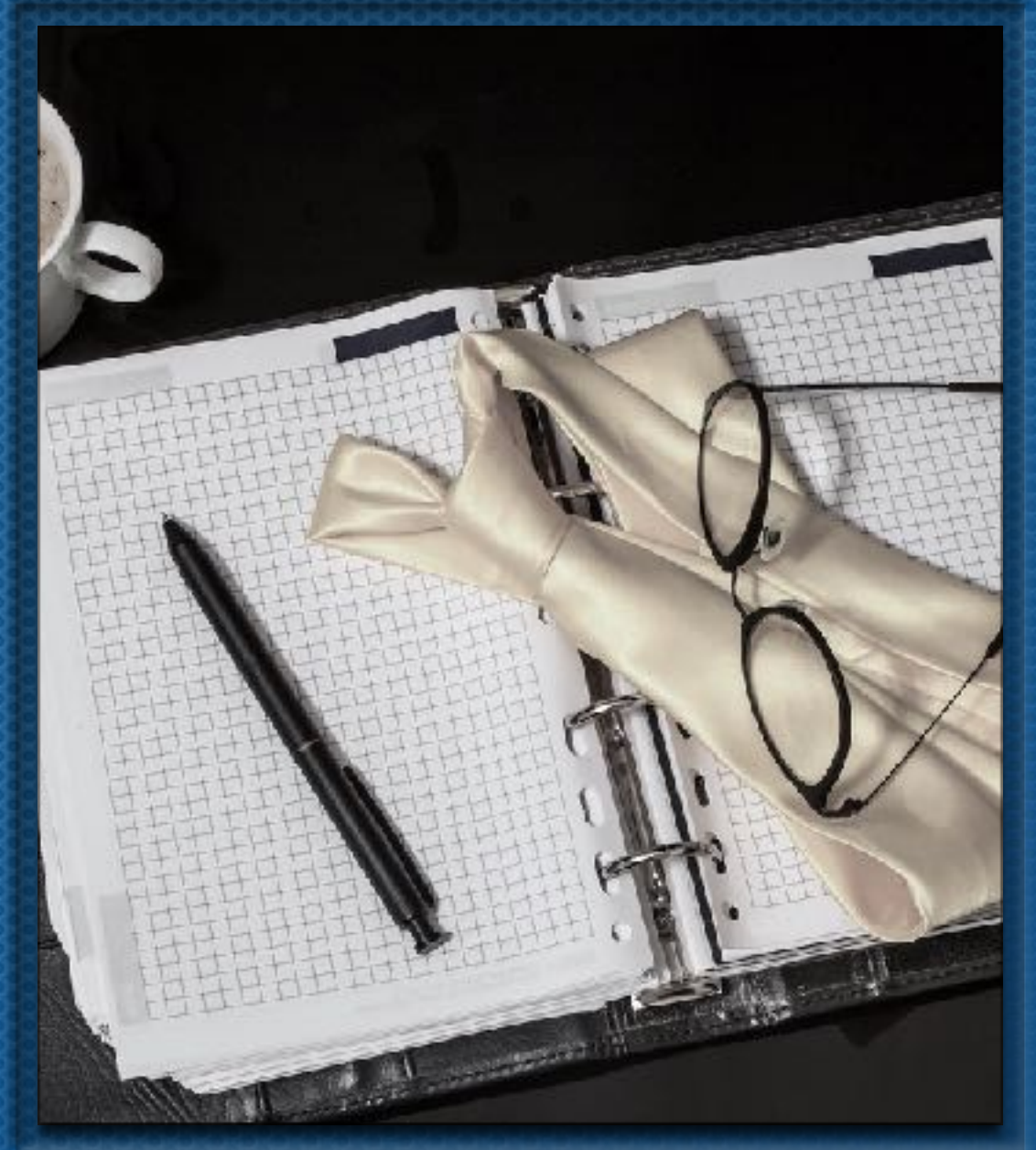
....a full-time job position in the organization's structure chart...





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# Résumé - „How do I tackle it?“

