

The German Model

*In-depth Analysis of Germany's
Basketball System*

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Agenda

- **Introduction**
- **Good Governance: Transparency & Accountability**
- **Sports Infrastructure & Human Potential in Germany**
- **Collaboration & Alignment Among Key Stakeholders**
- **Strategic Thinking & Goal-Setting**
- **Investing in Youth Development**
- **Elevating the Role of Domestic Players**
- **Areas of Improvement**

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Introduction



Winning the 2023 FIBA World Cup for the first time in its history represents for Germany, without any doubt, a great achievement. According to the current World Ranking of FIBA, Germany has reached a Top 3 position for the first time ever. To put it in the right context: In 2015, German Basketball was ranked as the 20th in the overall success list.

It can be seen as a surprise by (some of the) basketball authorities, but definitely not as a coincidence. It is rather a result of long-term systematic efforts in terms of youth development, a close alignment between the national federation and the clubs as well as an effective domestic league management.

In this study, we take a deep-dive into the key elements and success factors of the German basketball system, from governance structures to youth development programs, club finances as well as domestic league strategies. Our analysis also takes into consideration certain (non-sporting) aspects which, in our opinion, play a key role for the overall effectiveness of implemented plans.

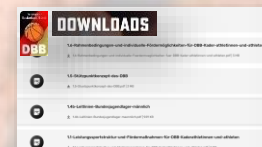
In the last section of this report, for completeness purposes, we also briefly share our observations and opinions about areas of improvement within the German Basketball landscape. Providing suggestions for improvement would require a different approach and methodology.

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Good Governance: Transparency & Accountability

- Compared to other basketball systems, the German Model is characterized by certain (non-sporting) principles which, in our opinion, stand out as key success factors. These factors, along with certain elements of the broader sports infrastructure in Germany, represent the basic framework conditions prevailing in the sports/basketball environment in the country.
- Transparency is defined as the “characteristic of being easy to see through” / “the quality of being done in an open way without secrets”. Establishing transparency in a system is key to creating a positive culture, generating (and solidifying) trust, loyalty and engagement of stakeholders, and ultimately, generating a better performance. Accountability is “the fact of taking responsibility for what is done and being able to give a satisfactory reason for it, or the degree to which this happens”. It also comprises predictability as well as consistent and fair application of rules and regulations which helps improving governance in sports.
- In the context of German Basketball, for instance, this is evidenced by the fact that detailed information about German Basketball Federation's (DBB) and German Basketball Bundesliga's (BBL) organizational structure, strategic goals, action plans, hindsight assessments of goal-achievement for prior periods as well as their financial information is directly available to the public. By communicating and publishing the strategic goals and concrete action plans in a transparent and detailed manner, the decision-makers demonstrate a high level of accountability and predictability.



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Sports Infrastructure & Human Potential in Germany

- Germany has a well-developed sports infrastructure and is known for its strong emphasis on sports at various levels. Two key organizations in the German sports landscape are the *Deutscher Olympischer Sportbund (DOSB)* and *Stiftung Deutsche Sporthilfe*.



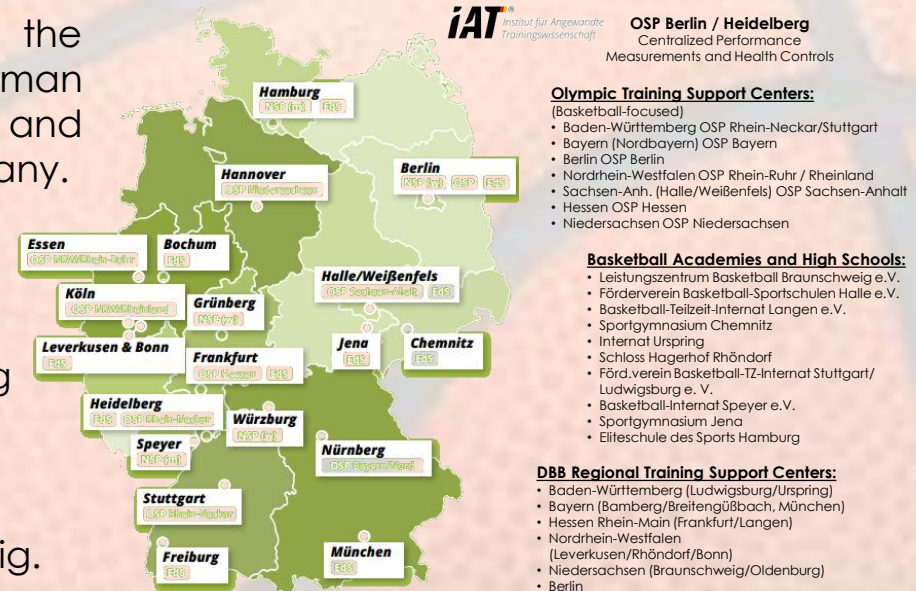
The DOSB (German Olympic Sports Confederation) is the highest sports authority in Germany. It is responsible for coordinating and promoting sports activities at all levels, from grassroots to the Olympic level. The DOSB is in charge of a nation-wide concept for promoting top-level sports, the system of training and Olympic training centers as well as the concept for the development and promotion of young talented athletes across the country.



Stiftung Deutsche Sporthilfe (German Sports Aid Foundation) is a non-profit organization that provides financial support to German athletes. It plays a crucial role in enabling athletes to focus on their training and preparation for international competitions, including the Olympics.

- Furthermore, the German Armed Forces, the German Federal Border Police and the German Customs Authority are important partners and supporters of high-performance sport in Germany.

- Basketball is clearly benefiting from this well-organized sports infrastructure incl. direct (financial) support which enables a broad network of basketball academies and training support centers (Olympic and DBB) across the country as well as strategic cooperations with key national institutions such as the Institute for Applied Training Science (IAT) located in Leipzig.



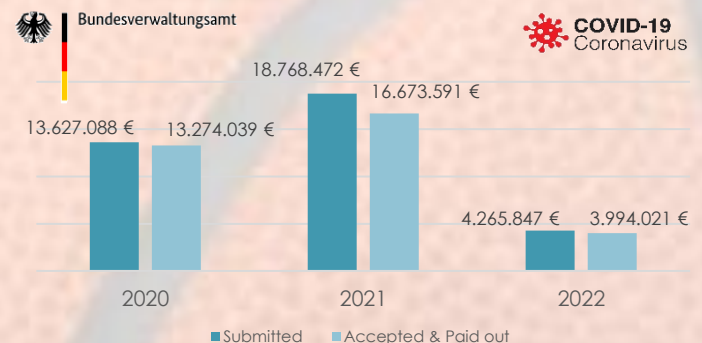
Sports Infrastructure & Human Potential in Germany

Direct financial support from the (Federal) Government in Germany represents another important pillar for the further development of the sports landscape in the country. Below graphic illustrates the annual direct contributions that the German Basketball Federation

received from the Government in the 10-year period 2013-2022, in comparison to other team sports which can be seen as in “direct competition” with basketball. Over this period of ten years, Basketball received a total of EUR 10.5m, almost the same amount that

Handball received, but significantly lower than Volleyball and Hockey (EUR 22.5m and EUR 26m, respectively). Currently, there is an ongoing public debate in Germany as to the fund allocation system. Public funds are allocated to different Olympic sports in accordance with a ranking generated by a system called “Potenzialanalyse-system (PotAS)”. The issue for German Basketball is the fact that currently basketball is ranked by PotAS as the sport with the least potential which is especially problematic after the recent success at the World Cup.

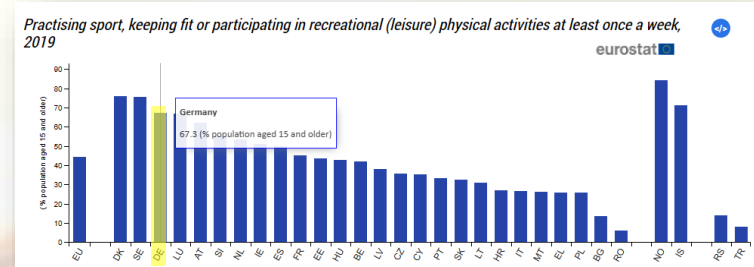
Another form of government grant was provided to professional sports clubs to compensate their losses of ticketing revenues in the years 2020, 2021 and 2022 due to the lockdown regulations due to the pandemic. German basketball clubs received a total of EUR 36.7m. On average 92,6% of all claims submitted by clubs was accepted and paid out by the German state which represents a pretty high support rate.



Source: Federal Office of Administration

Sports Infrastructure & Human Potential in Germany

According to the most recent data, Germany's population is 84,432,670 (as of 31 March 2023) making it the most populous country in the European Union and the nineteenth-most populous country in the world. In terms of sporting activity, Germany is the third most active EU country with more than 67% of its population aged 15 or older engaging in physical / sports activity at least once a week. In general, this represents a major potential base for talent identification and development in any sports.

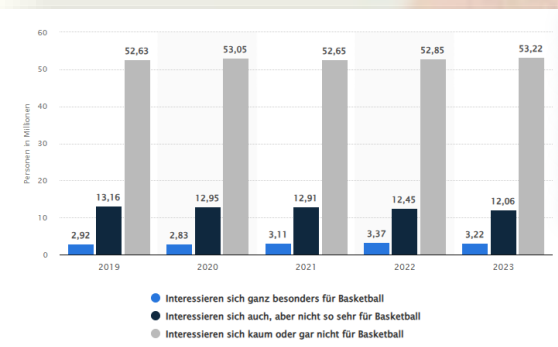


Rangliste 2022 aller SPITZENVERBÄNDE (nach Mitgliedschaften)

Rang	Verband	2022	2021	Verbande mit...
1	Deutscher Fußball-Bund	7.171.232	7.064.052	
2	Deutscher Turner-Bund	4.581.438	4.694.888	über 1 Mio.
3	Deutscher Tennis-Bund	1.444.711	1.382.824	Mitgliedschaften
4	Deutscher Alpenverein	1.357.736	1.335.215	
5	Deutscher Schützenbund	1.309.009	1.329.736	
6	Deutscher Leichtathletik-Verband	768.424	768.478	
7	Deutscher Handball-Bund	719.787	729.471	
8	Deutscher Golf-Verband	673.983	651.417	
9	Deutsche Reiterliche Vereinigung	664.920	664.504	über 500.000
10	DLRG (Deutsche Lebens-Rescue-Gesellschaft)	546.188	550.846	Mitgliedschaften
11	Deutscher Schwimm-Verband	534.160	527.219	
12	Deutscher Skiverband	515.642	532.486	
13	Deutscher Tischtennis-Bund	506.126	518.386	
14	Deutscher Behindertensportverband	490.891	511.305	
15	Deutscher Volleyball-Verband	392.122	382.784	
16	Deutscher Basketball-Bund	215.609	206.433	
17	Deutscher Segler-Verband	192.743	189.398	
18	Deutscher Tanzsportverband	177.325	193.953	
19	Deutscher Badminton-Verband	166.069	168.112	über 100.000
20	Bund Deutscher Radfahrer	145.994	144.467	Mitgliedschaften

Source: DOSB

In terms of engaging in organized sport, this translates into a total of more than 27 million members in sports clubs and associations across all branches. As of 2022, with a total of 215,609 members basketball represents (after football/soccer, handball and volleyball) the fourth most popular team sports in the country. It is estimated that in Germany around 15 million people are interested in basketball, of which approx. 3 million demonstrate high interest which represents a solid potential, both in terms of talent pool and fandom.



Source: Statista

Another enriching demographic factor is the high number of people with migration background. In 2019, 26% of all Germans and 39% of children had at least one parent born abroad. For instance, more than 1.8 million people have ex-Yugoslavian/Balkan roots where basketball is a major part of the culture.

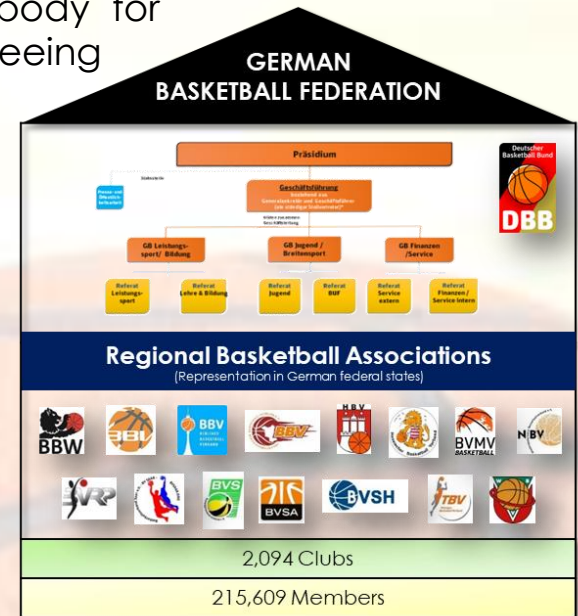
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Collaboration & Alignment Among Key Stakeholders

The German Basketball Federation (DBB) is the governing body for basketball in Germany. It is responsible for organizing and overseeing basketball activities and events in the country. Its core management structure and organization consists of the Presidency, the Executive Board and three main responsibility areas: (i) Performance Sport/Education, (ii) Youth Development /Grassroots Programs, and (iii) Finance & Services.

The DBB works to promote and develop basketball in Germany, from grassroots levels to elite competition. In order to fulfill this task, it closely collaborates with certain key stakeholders, primarily consisting of Regional Associations, Clubs and Schools. The collaboration with these parties take different forms and structures such as committees, task forces, joint projects as well as joint ventures, i.e. legal entities jointly owned and operated by DBB and other stakeholder(s).



Source: DBB

Entity	Activity Area/Purpose	DBB Equity interest
Basketball Werbe Agentur GmbH (BWA)	Acquisition and implementation of advertising projects and activations for sports clubs, organizations and other clients, as well as the sale of sports souvenirs and special equipment in the field of basketball	100%
Basketball Bundesliga GmbH (BBL GmbH)	Organization of the 1. German Men Basketball Bundesliga	26%
Bundesakademie des DBB GmbH	Support, advice, planning and implementation of training and education activities incl. their marketing	100%
Damen Basketball-Bundesliga GmbH (DBBL GmbH)	Organization of the 1. and 2. German Women Basketball Bundesliga	23%
Nachwuchs Basketball Bundesliga (NBBL gGmbH)	Non-profit support of youth development through joint projects with shareholders	60%
Basketball Event GmbH	Application for and organization of basketball events of all kinds	100%
2. Basketball Bundesliga GmbH	Organization of 2. German Men Basketball Bundesliga	48%

Source: DBB

Germany's basketball landscape is divided into 15 regional basketball associations*, each of them responsible for managing basketball activities within its specific geographic area/federal state. These regional associations, as affiliates of the DBB, help develop basketball at the local level.

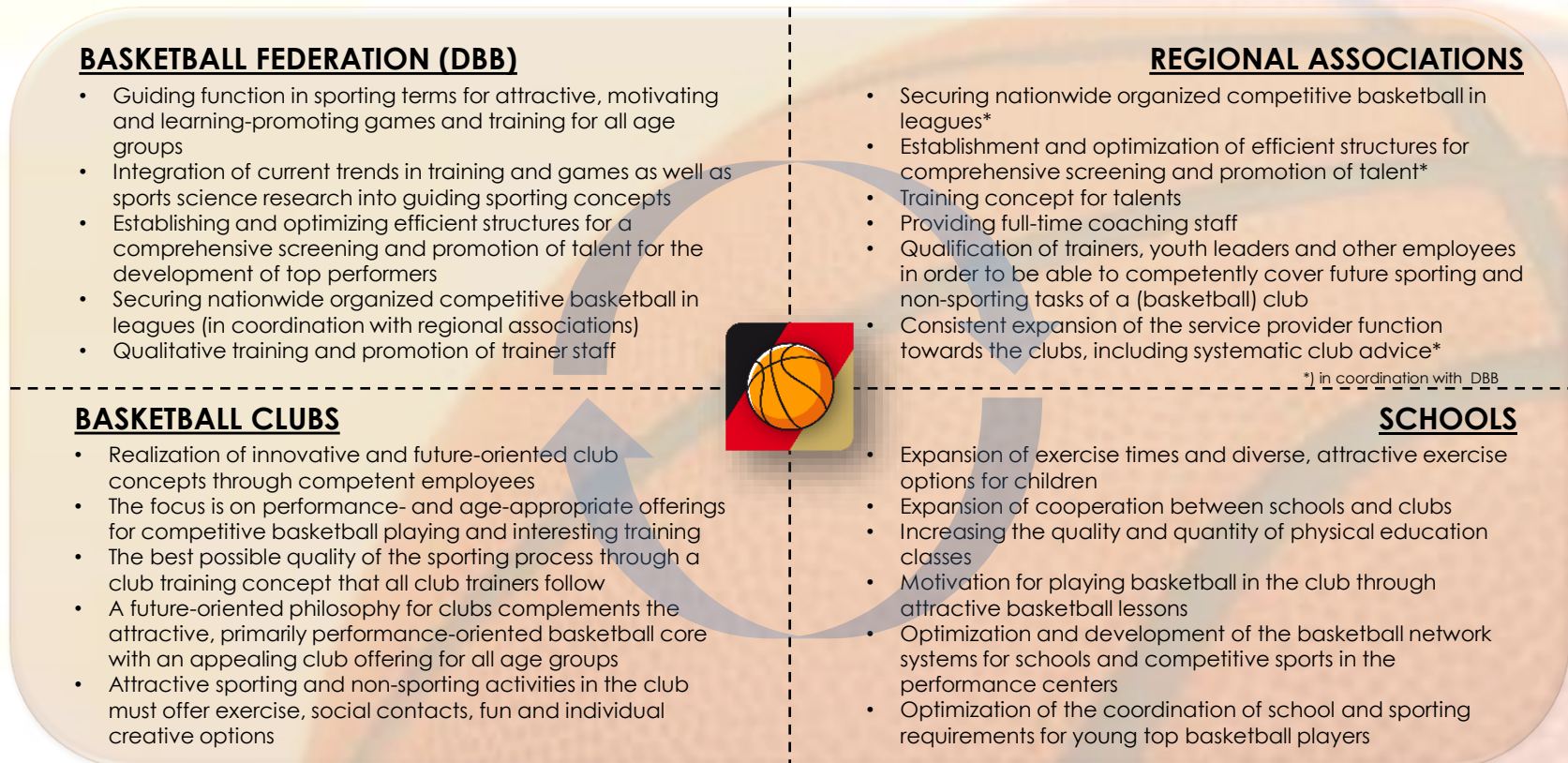
Basketball clubs and schools also play a crucial role for executing the strategic plans of the DBB. Refer to the next slide for the role sort among these parties.

Collaboration & Alignment Among Key Stakeholders

Main Roles & Responsibilities of Key Stakeholders

(primarily in the context of youth development)

Below overview provides a list of duties and responsibilities assigned to the four main stakeholders within the German Basketball System, with a primary focus on youth development and increasing the basketball participation across the country.

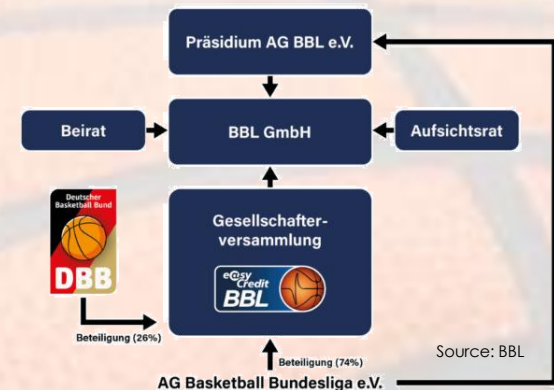


Source: DBB

Collaboration & Alignment Among Key Stakeholders

- For an effective execution of assigned tasks, another key aspect is the effective design of collaboration mechanisms among involved parties. Below are two examples which, in our opinion, facilitate and ensure an effective collaboration, especially in terms of strategic alignment and prioritization of goals.

- Governance Structure of German Basketball Bundesliga: The BBL is run by a limited company, BBL GmbH, whose shareholders are the DBB and the AG Basketball Bundesliga e.V., a working group legally organized as an association consisting of all clubs that take part in the BBL. 74% of BBL GmbH's shares is owned by AG Basketball Bundesliga e.V. which provides the participating clubs with a high degree of autonomy and independence in terms of all BBL-competition related matters. At the same time, the DBB, with its 26% interest, has at least the blocking minority which provides the legal power to stop changes in BBL GmbH's certain (major) activities through its voting shares in the shareholders' meeting.



- Additionally, BBL GmbH's actions (executed by its managing director) are subject to further monitoring and supervisory performed by the (i) Executive Committee of the AG Basketball Bundesliga, (ii) Advisory Board, and (iii) Supervisory Board. The Executive Committee includes four members of the AG Basketball Bundesliga. The Advisory Board consists of six individuals who are not allowed to be directly connected to BBL GmbH. They come from various sectors of the economy, education and research as well as sport. The Supervisory Board is made up of two members: a representative of the DBB (which provides the DBB with an additional position for monitoring) and a representative of the AG Basketball Bundesliga.

Collaboration & Alignment Among Key Stakeholders

- 🏀 Task Force “Competitive Sports”: In 2014, a task force/team of experts was created in cooperation with the DBB and BBL clubs. The team is made up of representatives from the DBB, the BBL, the 2nd Basketball Bundesliga and the regional associations and has set itself the task of “achieving the best possible integration of the professional leagues and the youth development systems into the associations’ landscape for the benefit of German basketball“. The overarching objective was to create an overall concept for “competitive basketball sport in Germany“. The Task Force advises the Steering Committee on sports-related matters but has no direct decision-making authority.**KOMPETENZTEAM ZUM WOHL DES BASKETBALLS**
- 🏀 One of the core topics of the committee is the sporting objectives of the individual organizations. The Men's Senior National Team is generally recognized as the driving force of the sport with a corresponding external impact. “Establishment at the level of the world's best” is the ambitious goal determined by the Task Force. This was further concretized as follows: Regular participation in the Olympic Games and World Championships (round of 16) as well as places 1-6 at European Championships for the Men's Senior National Team. The DBB youth squads should be permanently established in Europe's A group and finish in places 1-6 in the U20, in places 1-8 in the U18 and in places 1-12 in the U16 youth categories.
- 🏀 Other topics that are dealt with in detail in the competence team are the future quotas for foreign players (building on one another in the respective leagues), the associated development of the German players, communication with one another, the coordination of the general schedules, the athletic management of the players, and annual controlling of the measures taken to promote young talents as well as the respective league size.

Source: DBB

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Strategic Thinking & Goal-Setting

- Strategic planning and goal-setting represent another important aspect of German Basketball System. In the case of the German Basketball Federation, the planning process is executed on the basis of Olympic cycles.
- DBB prepares and publishes detailed documents which lay out the key elements of the strategic priorities and the concrete action plans to achieve set goals. Especially, the document “*Strukturplan*” provides detailed insights into the (objective) analysis of the current situation as the starting point, determination of goals for the respective planning cycle as well as formulating key strategies and (operational) action plans to be executed.
- The current version of the *Strukturplan* covers two Olympic cycles, namely the period 2017-2024. Following a detailed (comparative) analysis of German Basketball's improvement areas in international context, following specific goals for Men's Senior National Team are explicitly stated in the document:



2020 Perspective:

- Ultimate Goal: Participation in the 2020 Olympic Games in Tokyo
- Interim Goal: Participation in EuroBasket 2017 (Quarterfinals)
- Interim Goal: Participation in the 2019 World Cup in China (Quarterfinals)

2024 Perspective:

- Ultimate Goal: Participation in the 2024 Olympic Games in Paris (Final)
- In retrospect, it can be stated that all goals regarding the participation in target tournaments within the 2020 Olympic cycle

were achieved. The only deviation is the final ranking at the 2019 World Cup as being the 18th of the tournament, as opposed to aspired reaching of quarterfinals. For the 2024 Olympic cycle, the ultimate goal has been declared as reaching the Olympic finals in Paris.

Strategic Thinking & Goal-Setting

- In general, it was deemed necessary to install different framework conditions in order to be internationally competitive in the mid- to long-term. Factors identified to make the difference were: Number of active members and the associated recruitment strategies of children for basketball, social advancement opportunities and the associated very intensive individual support of promising players, the increased public perception of the Basketball sports as well as sharpening and strengthening the coaching as a professional profile.
- Following strategies and structural measures are mentioned in the *Strukturplan 2017-2024* which are supposed to ensure the achievement of goals set for the 2017-2024 Olympic cycles.



- Personnel development: Improvement of the personnel structure, further development of a pool of perspective and talent trainers for the National teams (further training - cooperation with a Sports psychologists - and shadowing)
- Introduction of the Trello communication system for the sports management and the national coaches for close, regular coordination purposes and for better coordination of the individual support of the promising players
- Implementation and further development of the DBB tactical concept
- Organization of overlapping courses for individual national teams in the sense of exchange, process consolidation, continuity, joy, motivation and identification with the national team
- Certification of the youth bases / training support centers to achieve uniform training content and scope and even more intensive and better cooperation with clubs and regional associations of squad players. This results in better chances of even more individual mentoring of the perspective players via the base concept. (Top level support, training recommendations, training by NT coach, constant contact with those responsible, parents and coaches of the perspective players)
- Coach-the-coach principle in the sense of learning on the job for national coaches, which means, among other things, closer communication between national coaches and club coaches, regular strengths/weakness analyzes of prospective players, and closer access to player material on both sides

- Development and implementation of a uniform understanding of talent, including any modification of the screening criteria as a prelude to the scientific support that is still to be developed
- Implementation of a "joint" athletic concept between the national team, BBL and youth federal leagues (improvement of the overall situation, better prospects of implementing the training recommendations and better management through the national team summer) and introduction of full-time employment in this area.
- Finding specific paths with regard to elite sports schools and location-specific solutions (e.g. partner school for competitive sports in conjunction with extending school time)
- Improvement of the quotas in the leagues in favor of German players (consistent concept from the regional league to the BBL)
- Participation in international tournaments, not necessarily for the senior national team, but also in the youth sector with the aim of gaining more international competition experience
- Closer connection with the BBL thanks to the "Competitive Sports" Task Force created with representation from the BBL, the 2nd Basketball Bundesliga and the regional associations
- Promoting dual careers of players
- Expansion of sports psychological support
- Increasing the proportion of children who take part in the primary school league and apply for a DBB player pass and carry out projects to broaden the base (membership development)

Source: DBB

- Overall, identifying and developing top-level talents with international experience at competitive level represents the overarching goal. The main components of this strategy are a comprehensive talent development strategy incl. mental/psychological aspects for the athletes along with close alignment and collaboration of all key stakeholders.

Strategic Thinking & Goal-Setting

- The German Basketball Bundesliga (BBL) is also operating on the basis of long-term strategic plans. In January 2011, BBL management back then publicly formulated the “Vision 2020”, a 10-year strategic model which ultimately aimed at making the German BBL the best national basketball league in Europe by 2020. In addition to sporting aspirations such as developing “a spectacular, high-quality and consistent staging of basketball,” economic goals were also presented. This should ensure “progressive professionalization in all areas” of the BBL. Increasing the “product attractiveness (...) for club sponsors” and “improving the economic situation of the clubs” were further challenges that had to be overcome.
- In hindsight it can be stated that the German BBL could not become the best national league in Europe until 2020. However, it is commonly accepted that the statement “BBL 2020 the best league in Europe” helped creating a clear strategic orientation for the BBL as well as concrete measures and ambitious goals in alignment with the clubs which ultimately led to a positive development of the league (both in sporting as well as commercial/financial terms)*.
- The German BBL continues its practice of determining long-term strategies. In November 2022, it announced its new strategic concept “Strategie 2032 – TRIPLE DOUBLE” to be followed in the next 10 years which encompasses doubling of three KPIs: (i) Club Budgets, (ii) Media Reach (in all channels, i.e. TV, Digital Classic and Social Media), and (iii) Sporting Results (especially in international competitions)**.

NEWS „TRIPLE DOUBLE“: EASYCREDIT BBL STELLT DIE WEICHEN FÜR DIE KOMMENDEN ZEHN JAHRE



Konkret setzt sich die easyCredit BBL das Ziel, relevante Kennziffern entlang von **drei Wachstumstreibern bis 2032 zu verdoppeln**. So sollen:

- die **Clubbudgets** innerhalb von zehn Jahren verdoppelt werden. Zielwert für 2032 sollen Clubbudgets von zusammengekommen rund 200 Mio. Euro sein.

- die **Reichweiten** in den Bereichen TV, Digital Classic (Websites und Apps) sowie Social Media verdoppelt werden.

- die **sportlichen Erfolge** der Mannschaften insbesondere in internationalen Clubwettbewerben verdoppelt werden und der Stellenwert der BBL im internationalen Vergleich anhand einer Scorecard gesteigert werden.

*) <https://spobis.com/article/2020-die-beste-liga-europas-eine-bestandsaufnahme-der-bbl>

**) <https://www.easycrredit-bbl.de/de/n/news/2022/november/triple-double-easycrredit-bbl-stellt-die-weichen-fuer-die-kommenden-zehn-jahre>

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Investing in Youth Development

One of the most fundamental elements of German Basketball is the long-term and systematic investment in youth development. It is based on a comprehensive talent development concept incl. unified talent identification & selection criteria, consistent training methods and tactical aspects to be applied in all youth categories as well as strategic alignment of local competitions in terms of their role for the development of young players.

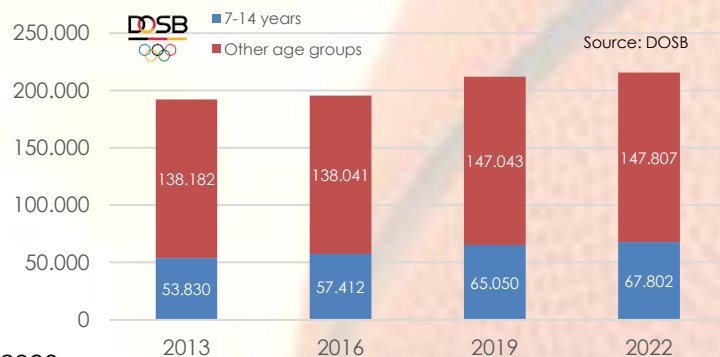
Increasing the number of active members in basketball clubs and associations by attracting children in early ages to the sport of basketball represents the basic starting point of the process. For this purpose, below action plans have been implemented by the DBB in cooperation with clubs, regional associations, schools and other stakeholders/partners: Emotionalization of children



**SCHULSPORT
SYMPOSIUM
2023**

Source: DBB

in kindergartens and primary schools, projects in the context of national team and Bundesliga games for the “youngest”!, FUN camps in the regional associations for children of pre-school and primary school age and intensifying the cooperation with the BBL regarding school projects. For instance, as per the BBL bylaws, clubs are required to establish long-term cooperations with schools incl. the requirement to organize local school tournaments.



According to DOSB data, in the 10-year period between 2013-2022 total members for basketball increased from 192,012 to 215,609 (12.3%). The increase for the age group 7-14 years was 25.9%. In the same period the number of Handball and Volleyball members declined by 10.4% and 13.2%, respectively.

Investing in Youth Development

Once new players / (potential) talents enter the system, they go through a long-term, multi-layered talent identification and development program consisting of different tournaments, competitions, performance camps as well as try-outs (see on the right).

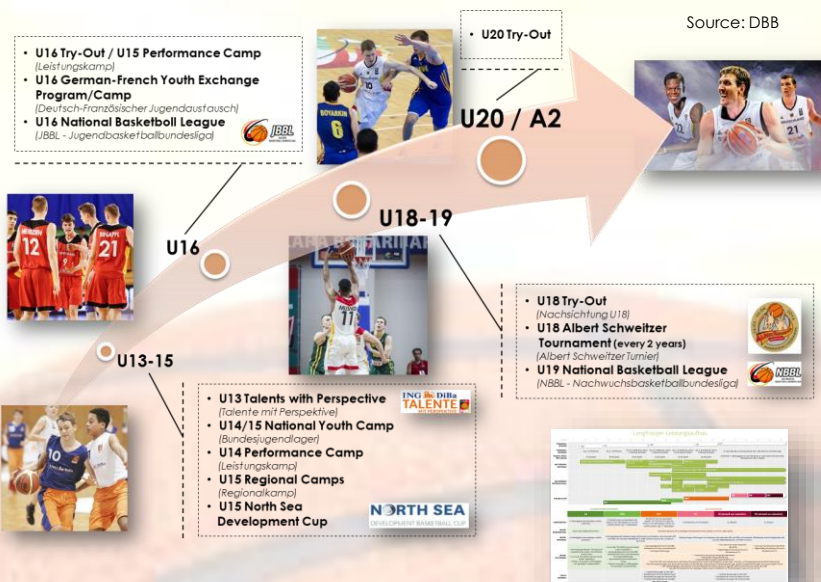
The selection of players for the regional/state teams as well as junior national teams is performed on the basis of unified selection criteria.

Another key strategy is the education of coaches and strengthening the coaching profession. For this purpose, a new “coach-the-coach” concept and talent pool for coaches was introduced. Additionally, BBL bylaws require the employment of three full-time coaches for youth development and cooperations with schools incl. a salary floor.

DBB Guidance on Talent Selection

1. Consider training age
2. Take birth month into account (fall and winter children shall not be disadvantaged)
3. Consider development stage
4. Understand athleticism as a necessary basis, but not a decisive factor and evaluate it as such
5. Assess the perceptual ability and decision-making behavior as a key quality
6. Consider technical-coordination skills (feel for the ball, soft hands, hand/eye coordination) as an indispensable prerequisite (see basketball-specific movement patterns, do not encourage handball players)
7. Place height in the context of the player's developmental stage and patiently encourage "tall players"
8. Tall build-up players and players who have a noticeable talent for finding teammates, have good decision-making skills and an overview of the game or have strong 1:1 skills should be preferred at the point guard position rather than smaller players with less interesting perspective
9. Players with a clearly defined strength even with visible weaknesses in other areas, e.g. select and promote highly talented shooters who are neither athletically nor defensively strong
10. Recognize and take into account the so-called "intangibles", e.g.
 - A. Leadership ability
 - B. High energy
 - C. Calmness in crucial game situations
 - D. "Competitive Greatness" (best performances in most important games/situations)
 - E. Competitive Pride (always wanting to win, hating to lose)
11. Know and take into account aspects related to players' character and attitude, e.g.
 - A. Training diligence
 - B. Teamwork skills
 - C. Critical ability
 - D. Love of the game
 - E. Ambition/Determination/Sacrifice
12. Know and take resilience into account – both physically and mentally
13. Know the socio-psychological background (does the parental home support the player's sporting development?)

Source: DBB



Training plans and tactical priorities for the select team trainings, performance camps and tournaments are based on the unified guidance provided by the DBB.

Source: DBB



Investing in Youth Development

- Furthermore, the BBL has multiple mechanisms and regulations to support and incentivize talent development. According to its bylaws, every club participating in the 1. BBL shall spend at least 8% of its players budget for youth development. Besides this general rule, following obligations need to be fulfilled by all BBL teams:



Source: BBL

- Having a team in the U16 and U19 National Youth Leagues (NBBL and JBBL)
- Employing three full-time coaches for youth programs as well as mini-basket and cooperations with schools with a total salary budget of at least EUR 80k and an individual salary floor of EUR 24k, additionally subject to minimum wage rules.
- Having cooperations with at least five primary schools to organize weekly trainings / basketball workshops as well as tournaments.
- Sending its trainers / employees who are in charge with youth development and school cooperation to workshops and meetings organized twice a year by BBL
- Conclusion of a framework agreement to recognize the personnel, administrative, infrastructural and financial efforts of the clubs to promote young talent

- Other mechanisms that BBL has include the talent development bonus (i.e. subsequent payments to clubs engaged in talent development), talent development fund (i.e. a fund created by contributions from clubs to provide financial support for projects supporting talent development) and certification process which is aimed at acknowledging effective talent

development programs of BBL clubs which primarily has a promotional function to confirm the existence of a sustainable youth development program.



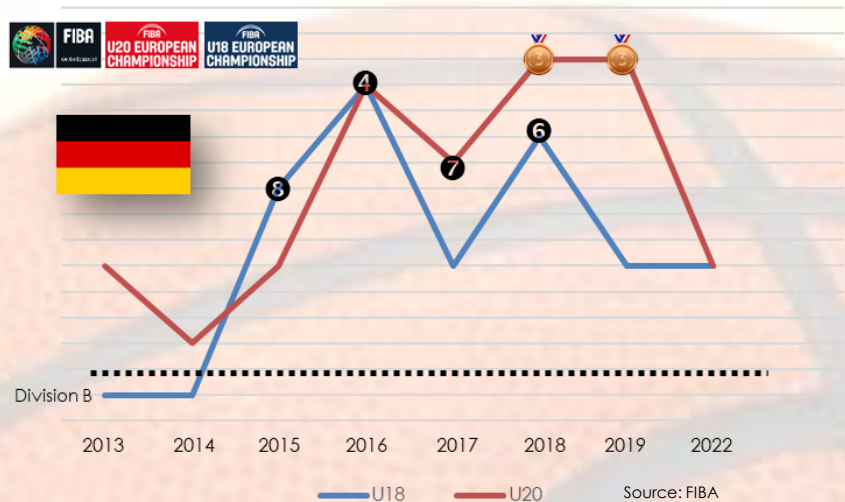
- Above mentioned regulations and obligations for the BBL clubs represent “hard requirements” that need to be fulfilled for the annual licensing procedures. Non-compliance might result in licensing restrictions and/or monetary penalties as per the BBL bylaws.

Investing in Youth Development

Measuring the effectiveness of youth development programs can be a challenging and complex task. One of the most relevant success indicators might be the rankings at major / target tournaments. In that context, for its U18 and U20 national teams, DBB's *Strukturplan* for the 2013-2016 cycle explicitly stated the goal of reaching a final ranking between 11.-14. places at U18 and U20 European Championships (Division A) organized in 2013-2016.

In retrospect, it can be concluded that, German U18 and U20 teams achieved this goal for both teams in 2015 and 2016. For the following planning cycles (2017-2024) no explicit goal in terms of a specific ranking in a tournament has been declared, other than staying in Division A (as a secondary goal to successful transition to senior level). In that period, U18 and U20 teams finished the tournament three and four times in Top 8, respectively, U20 even winning a bronze medal in two consecutive years. Arguably,

a more important and successful result was achieved when the U18 team won the prestigious Albert Schweitzer Tournament (referred to as the "unofficial U18 world cup") both in 2016 (for the first time in its history) and 2018, after having hosted it since 1958.



However, despite increasing success in youth teams, DBB's main focus has rather been on producing elite players who can decide games at senior (international) level, i.e. the successful junior-to-senior transition of players as the overarching goal for the youth development concept, for which additional measures were implemented as explained below.

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- Introduction
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- Elevating the Role of Domestic Players
- Areas of Improvement

Elevating the Role of Domestic Players

- According to the DBB, developing athletes who can be successful at the highest competition level requires a more holistic approach that encompasses not only the factors relevant on-the-court, but rather focuses on providing more comprehensive support to all athletes who have the potential to become elite players. Particularly, it has the following pillars:
 - Development of (individual) basketball skills
 - Development of athletic abilities
 - Development of mental strength, competitive toughness and “winner” mentality
 - Playing experience at the top-level, both national and international
 - Coordination of school/study/work and elite sport (enabling “dual careers”)
- Providing structured support to (potentially) elite players is initially based on identification of “High Potentials” (*Perspektivkader*) as well as an “Expanded Talent Pool” by national team coaches.
- (Decentralized) support measures (e.g. in regional training support centers) ensure that the “high potential” as well as “expanded talent pool” athletes receive (in addition to their club trainings) direct support from DBB (national) trainers on a weekly/bi-weekly basis, including athletic trainings. The talent pools are subject to changes on a continuous basis at any time as the talent develops.

Source: DBB

Perspektivspieler Jahrgänge 91 bis 98		
A2	1991	Giffey, Niels
U20	1992	Theis, Daniel
U20	1992	Mönninghoff, Mathis
U20	1992	Heckmann, Patrick
U20	1992	Kleber, Maximilian
U20	1992	Neumann, Philipp
U20	1992	Wendt, Ole
U20	1993	Radosavljevic, Bogdan
U20	1993	Bekteshi, Besnik
U20	1993	Schröder, Dennis
U18	1994	Zipser, Paul
U18	1994	Lockhart, Dominic
U18	1995	Mayr, Daniel
U18	1995	Akpınar, Ismet
U18	1995	Taylor, David
U18	1995	Ilzhöfer, Stefan
U16	1996	Wimberg, Jan Niklas
U16	1996	Ferner, Joschka
U16	1996	Kamp, Lars
U16	1997	Kiel, Niklas
U16	1997	Kratzer, Leon
U14	1998	Sanders, Moritz

DAS SPORTHILFE-FÖRDERKONZEPT

BASIS-FÖRDERUNG	TOP-TEAM FUTURE	TOP-TEAM	NACHAKTIVEN-FÖRDERUNG
<p>Individuelle Projekt-förderung und Nachwuchs-talents-Förderung für aus-gewählte Talente.</p> <p>700€</p> <p>Qualifizierte Athleten erhalten:</p> <ul style="list-style-type: none"> • Versicherungsschutz • Zugang zu Sporthilfe-Kommunikation • Seminarangebote • Beratungsgespräche 	<p>Grantsförderung 700€ (bei Sporthilfenote: 300€)</p> <p>+ BIS ZU 300€ zur Sonderförderung (Schule, Ausbildung, Studium)</p> <p>+ 400 - MAX. 1.400€ Einzelbetreuung (erfolgs- und leistungsabhängig)</p>	<p>Grantsförderung 800€ (bei Sporthilfenote: 400€)</p> <p>+ BIS ZU 300€ zur Sonderförderung (Schule, Ausbildung, Studium)</p> <p>Medienprogramm, Sporthilfe-Karrieresport, Seminare</p> <p>Anspruch auf Rehaufwendungen</p>	<p>Finanzielle und soziale Unterstützung für ehemalige Top-Team-Athleten zur Berufsaufbereitung und Weiterqualifikation.</p> <p>Weitere Informationen zum Förderkonzept unter www.sporthilfe.de</p>

Source: DBB

- The support provided to the players in the talent pools is not solely limited to technical, tactical and/or athletic aspects of basketball. Rather, such players are also given the opportunity to benefit from other means of support including sports psychology/mental support, financial aid (e.g. from *Deutsche Sporthilfe*) as well as other arrangements which are designed to ensure an effective coordination of sports with education.




Elevating the Role of Domestic Players

In our opinion, another important aspect of the above-mentioned support model is related to the quality of youth (national team) coaches, i.e. young talents should receive high-quality coaching, both on- and off-the-court. It can be observed that it has been DBB's strategy to employ highly-experienced trainers (as a coach and/or a high-level player) for junior national teams such as Henrik Roedl, Patrick Femerling, Demond Greene, more recently Dirk Bauermann and Danilo Barthel. Also, Alan Ibrahimagic has been in key coaching positions for junior national teams since 2013 ensuring continuity and stability for more than ten years.

Gaining playing experience at top competition level is deemed to be a key success factor. The German Basketball System has certain strategic design mechanisms that are aimed at providing young players with as many as possible playing opportunities.

First measure relates to the design of competitions and strategic alignment in terms of their function in the context of player development. As explained in the table above, there is a specific hierarchy of leagues with certain duties (besides others) in terms creating the right competition level for young players.

Furthermore, there are limitations on foreign players. Since the season 2012/13, 1. BBL clubs are allowed to have a maximum six foreign players on their 12-player game roster. In ProA, at least two German players must be on the field in any moment of a game (in ProB, three).

League	Ownership Structure	Objective/Function (In terms of youth development)
	<ul style="list-style-type: none"> • 26% - DBB • 74% - Clubs participating in the German BBL (AG der 1. BL Herren) 	<ul style="list-style-type: none"> • The highest division in German men's basketball • Offers training and matches at the highest possible national and international level for German prospects and national players • The aim is to ensure the appropriate quality and quantity of trained young German players and to ensure the international competitiveness of German teams and the national team
	<ul style="list-style-type: none"> • 48% - DBB • 52% - Clubs participating in the 2. German BBL (AG der 2. BL Herren) 	<ul style="list-style-type: none"> • The primary objectives of the German 2nd Basketball League are to determine the teams that will be promoted to the BBL according to the sporting success criteria and to train and support young and talented players to be promoted to the highest competition level and the national team. • It is divided into two competition levels: ProA and ProB.
	<ul style="list-style-type: none"> • 60% - DBB • 20% - Clubs participating in the 2. German BBL • 20% - German BBL 	<ul style="list-style-type: none"> • JBBL (U16) and NBBL (U19) are the national youth leagues established in cooperation with the DBB, BBL and 2nd BBL. • The primary goal of these leagues is for athletes in these age groups to gain more game experience in a high-quality (national) league and thus to further strengthen the youth development system.

Source: DBB, BBL

Elevating the Role of Domestic Players

Measuring the effectiveness of such strategies is a difficult task since there are multiple factors and variables that have a key impact on talent development. However, in our opinion, below presented data in following situations could be seen indicative of a positive correlation between the mentioned design mechanisms and obtaining more game experience.

A detailed career analysis of Germany's 2023 World Champion team roster reveals that all players gained experience in the NBBL at the beginning of their careers and also played in the 1. BBL without exception. More interestingly, with the exception of Maodo Lo and Franz Wagner (both played in the US instead), all players also played in the 2. Bundesliga, in ProA and/or ProB, indicating its high relevance for youth development.

Player	NBBL	ProA	ProB	BBL
#1 Boris BONGA (Point Guard)	✓	✓	✓	✓
#2 Maodo LO (Point Guard)	✓	✗	✓	✓
#3 Felix GIFFEY (Small Forward)	✓	✓	✓	✓
#7 Johannes VOICHTMANN (Center)	✓	✓	✓	✓
#8 Franz WAGNER (Guard)	✓	✓	✓	✓
#10 Daniel THIES (Power Forward)	✓	✓	✓	✓
#13 Moritz WAGNER (Forward)	✓	✗	✓	✓
#17 Dennis SCHNEIDER (Point Guard)	✓	✓	✓	✓
#21 Justin HOLLATZ (Point Guard)	✓	✓	✓	✓
#22 Johannes THEIßMANN (Power Forward)	✓	✓	✓	✓
#23 Andreas OBI (Shooting Guard)	✓	✓	✓	✓
#24 David SEIDER (Point Guard)	✓	✓	✓	✓

Source: FIBA

Below data relates to the (controversial) topic of foreign player limitations. Reducing the number of foreign players to six has been consistently called out by DBB and BBL as a key strategy to enable more playing minutes for local players. This strategy seems to be working.



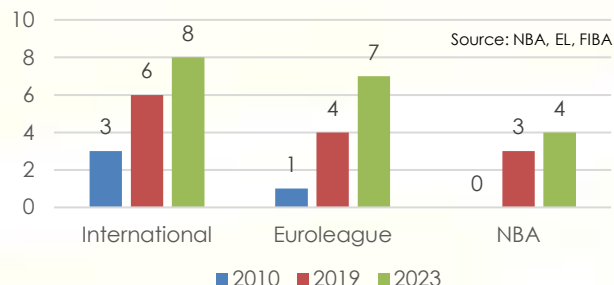
Minutes played by all Nationals	2011/12	2022/23	Change (min)	Change (%)
Adriatic	14,6	14,4	-0,2	-1,4%
France	12,7	11,9	-0,8	-6,3%
Germany	8,2	11,5	+3,3	+40,2%
Greece	12,7	11,4	-1,3	-10,2%
Israel	12,2	10,7	-1,5	-12,3%
Italy	10,7	10,6	-0,1	-0,9%
Spain	12,9	11,3	-1,6	-12,4%
Turkey	12,3	8,6	-3,7	-30,1%
VTB	13,6	11,9	-1,7	-12,5%

Minutes played by U21 Nationals	2011/12	2022/23	Change (min)	Change (%)
Adriatic	9,3	8,4	-0,9	-9,7%
France	4,1	5,6	+1,5	+36,6%
Germany	1,7	4,2	+2,5	+147,1%
Greece	5,7	5,6	-0,1	-1,8%
Israel	4,4	5,0	+0,6	+13,6%
Italy	3,9	2,3	-1,6	-41,0%
Spain	4,5	3,5	-1,0	-22,2%
Turkey	5,8	2,8	-3,0	-51,7%
VTB	5,1	6,1	+1,0	+19,6%

Source: FIBA

Elevating the Role of Domestic Players

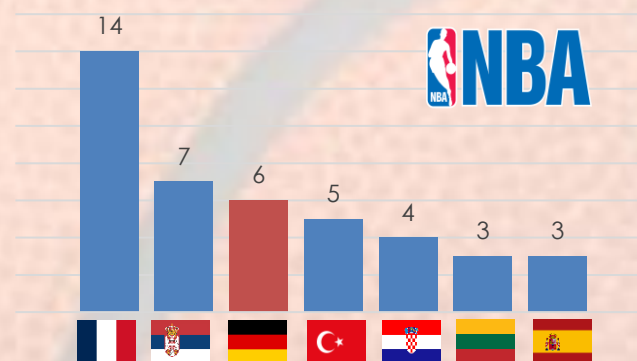
- Besides gaining playing experience in domestic leagues, becoming more competitive at top-level international competitions and leagues represented another important goal for the German Basketball. Overall, it can be observed that German players get more exposure to international basketball. For instance, in Germany's 2010 World Cup roster, there were only



three players who were part of a non-German team in the preceding 2009/2010 season, none of which were in the NBA*, and only one in EuroLeague**. In 2019, half of the World Cup roster was playing outside of Germany, three players in the NBA and four players in EuroLeague. Coming to the most recent World Cup in 2023, the upwards trend continued with eight players being under

contract with an international team, seven players from EuroLeague and four players from the NBA. It is important to note that the EuroLeague participation of both Alba Berlin and FC Bayern Munich Basketball on a more regular basis has also positively contributed to the internationalization of the German players. A similar trend is visible in the number of European players active in the NBA. As of the current 2023/24 season, Germany has (after France and Serbia) the third highest number of players playing for an NBA team (see below chart).

- As mentioned above, it is a difficult task to demonstrate the evidence of a direct causality between applied strategies and achieved results. However, in sporting terms it is an undeniable fact that Germany has become a serious title contender at major tournaments. Based on the objective data presented in this report, this success does not seem to be coincidental, is rather based on long-term systematic efforts of key stakeholders.



*) Dirk Nowitzki did not play in 2010 World Cup

**) Jan Jagla with Asseco Prokom in Poland

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- **Areas of Improvement**

Areas of Improvement

- In this report, the primary focus has been on the analysis of German Basketball System's key elements and strategies, especially in terms of assessing the factors which might explain the reasons underlying the impressive achievements of German National Team in recent years. Hence, we did not perform a detailed comparative analysis with other systems on a broader scale, nor dealt with the (potential) weaknesses of the current system in a systematic manner.
- However, for the sake of completeness, in this section we would like to share our observations and opinions about areas of improvement within the German Basketball landscape. Due to above mentioned reasons, we are not providing any improvement suggestions, since it would require a different approach and methodology.
- In our opinion, decision-makers and key stakeholders in German Basketball should address following issues in the (near) future:
 - Public interest and TV broadcasting policies: Despite successful results (also in the past) Basketball is struggling with drawing high public attention and increasing its popularity. While it can be argued that interest in other sports such as football and handball might have historical, sociological reasons, we believe that there is significant potential to be untapped in terms of visibility in the national media.
 - Sponsoring: Directly associated with the above, we believe that Basketball assets in Germany are currently (significantly) undervalued. And despite solid and sustainable improvement over the years, key sponsors quit their basketball engagements.
 - Suboptimal Presence in Large Cities: Despite the huge potential, both in terms of public interest and financing, basketball is not represented at the top-level in some major German cities.
 - Risk Appetite of Basketball Managers: We believe that especially the management of club basketball in Germany is influenced by certain mentalities some of which are overconservative. In certain cases, being more open to new ideas and concepts and having a higher risk appetite for certain decisions can have a fortifying effect on the overall results both in commercial and financial terms.

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- **References & Relevant Sources**

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