

Changes for Success – Made in Swiss



RAETO RAFFAINER
IHF Council member



NSÜ
NEMZETI
SPORTÜGYNÖKSEG ZRT.



HONVÉDELMI
MINISZTERIUM

**13 years professional ice
hockey:**

**Zürich Lions
SC Bern
SC Rapperswil-Jona
HC Ambri-Piotta**



- **IIHF Council Member**
- **IIHF Chairman Coaching Committee**
- **IIHF Chairman Associate Members**
- **Swiss Ice Hockey Board Member**
- **Swiss National Team Committee Member**

Switzerland

- 4 Official languages / 4 different cultures
- Population: 8`703`000
- **Male** Players 11`056
- **Junior** Players 16`098
- **Female** Players 2`206
- **Referees** 1`199
- Indoor Rinks 114
- Outdoor Rinks 94



The Change- Manager



Strategic Situation Analysis: (Change-Skills)

- Swift assessment of new situation with **immediate strategic adjustments**.
- Selecting and nurturing a dedicated team that commits wholeheartedly to the organization.

Dynamic Environment Management: (Human-Skills)

- Recognizing the fragility of the team environment and proactively **nurturing positive conditions**.
- Understanding and **developing individuals** within the organization.

Trust-Based Team Building: (Communication – Skills)

- Developing **robust expectation management** and **effective communication** skills for clear goal setting.
- Making **critical decisions** to establish and strengthen organizational structures.

Visionary Organizational Leadership: (Strategic-Skills)

- Effectively positioning the organization with a **medium- to long-term vision**.
- Building trust with **media, players, and agents** through transparency and integrity.

National Team



2015-2019 General Manager

Strategic change 2015

Men's Team – 2018 IIHF Silver Medal @ Copenhagen

Swiss Coaches: Patrick Fischer, Christian Wohlwend, Thierry Paterlini....

HC Davos

Sports-Manager

2019-2020 STANDINGS

2019-2020

#	TEAM	GP	W	T	L	OTW	OTL	GF	GA	+/-	TP	P/GP	POSTSEASON
1.	ZSC Lions	50	23	-	13	8	6	166	124	42	91	1.82	No playoffs held
2.	EV Zug	50	23	-	13	7	7	147	124	23	90	1.80	No playoffs held
3.	HC Davos	50	22	-	14	9	5	159	142	17	89	1.78	No playoffs held
4.	Genève-Servette HC	50	24	-	15	6	5	140	116	24	89	1.78	No playoffs held
5.	EHC Biel-Bienne	50	19	-	16	6	9	151	144	7	78	1.56	No playoffs held
6.	Lausanne HC	50	20	-	19	4	7	136	131	5	75	1.50	No playoffs held
7.	HC Fribourg-Gottéron	50	17	-	21	10	2	122	136	-14	73	1.46	No playoffs held
8.	HC Lugano	50	19	-	23	4	4	125	139	-14	69	1.38	No playoffs held
9.	SC Bern	50	15	-	19	7	9	131	142	-11	68	1.36	No playoffs held
10.	HC Ambri-Piotta	50	15	-	22	5	8	120	136	-16	63	1.26	No playoffs held
11.	SCL Tigers	50	15	-	21	4	10	117	148	-31	63	1.26	No playoffs held
	SC Rapperswil-Jona Lakers	50	11	-	27	7	5	129	161	-32	52	1.04	No playoffs held

2018-2019 STANDINGS

2018-2019

#	TEAM	GP	W	T	L	OTW	OTL	GF	GA	+/-	TP	P/GP	POSTSEASON
1.	SC Bern	50	31	-	14	3	2	143	99	44	101	2.02	Champion
2.	EV Zug	50	30	-	14	1	5	159	115	44	97	1.94	Final loss
3.	Lausanne HC	50	25	-	20	2	3	141	126	15	82	1.64	Semifinal loss
4.	EHC Biel-Bienne	50	24	-	21	2	3	149	138	11	79	1.58	Semifinal loss
5.	HC Ambri-Piotta	50	21	-	19	6	4	138	140	-2	79	1.58	Quarterfinal loss
6.	SCL Tigers	50	22	-	20	4	4	132	126	6	78	1.56	Quarterfinal loss
7.	HC Lugano	50	24	-	22	2	2	160	141	19	78	1.56	Quarterfinal loss
8.	Genève-Servette HC	50	21	-	21	4	4	137	150	-13	75	1.50	Quarterfinal loss
9.	ZSC Lions	50	19	-	20	6	5	129	132	-3	74	1.48	Quarterfinal loss
10.	HC Fribourg-Gottéron	50	22	-	23	3	2	125	125	0	74	1.48	Saved in relegation
11.	HC Davos	50	14	-	31	4	1	121	167	-46	51	1.02	Saved in relegation
	SC Rapperswil-Jona Lakers	50	9	-	37	1	3	92	167	-75	32	0.64	Saved in play-out





SC Bern

Hired as Chief Sport Officer

2022-2023 CEO

Ownership vs. Management

Looking for new challenges –
Education!



Thank you for your
attention

Q+A

