



The banner features the 'play to potential' logo on the left. To its right are social media icons for WhatsApp (+91 85914 52129*), Twitter (@PlayToPotential), and a website icon (playtopotential.com). Further right, it lists 'Also available on:' with icons for Spotify, Apple Podcasts, and Google Podcasts. On the far right is a portrait of Deepak Jayaraman, labeled 'Podcast Host' with his name in a red box below. A small note at the bottom left reads: '*Just send us a Whatsapp with your name, number and email and we will add you to our distribution list.'

Context to the nugget conversation

Chris discusses how Roger earned about USD 125 Million in prize money but more than USD 1 Billion in earnings. He says that this multiple is quite rare in Sporting elite circles. Chris speaks about some of Roger's traits as a businessman

Transcription

Deepak Jayaraman (DJ): In the book, you also talk about Federer, the businessman. He is one of the few sportsmen that have earned more than one billion USD with only about maybe 120-130 Million from official prize money, given that kind of ratio. What can we learn from Federer, the businessman in the way he goes about leading that part of his life outside tennis?

Christopher Clarey (CC): Yes, it is a great question. To be honest with you Deepak, that was probably the hardest chapter I had to write because it is not easy to get those answers sometimes from people. And really, that is quite a story because Roger was not destined to be a cash machine, even though Switzerland obviously is a place of great affluence and business success and acumen. Swiss athlete is not ideally positioned to be a global superstar. It is not a natural home base that is going to create that passion. You have to create it outside and if you are a British player like Andy Murray or an American player like Andre Agassi, you have a Grand Slam tournament in your country every year to generate that enthusiasm, that support, you have big home markets. We all know of an Indian men's player who makes a big in singles, sky is the limit economically is going to be crazy when that happens, I think it will happen someday. So Roger had to build that brick by brick and people who managed him really were aware of that challenge. And what helped him was he really made an effort to understand the business side of it. That period of time when he had no agent, he took a lot of lumps, he was frankly underpaid, he probably was not doing great things for the market, a lot of agents were actually angry because he was taking deals through his father and other advisors that were below market value in their opinion and hurting their own negotiating stances with their own players. But he was somebody who was able to take the time away from an agent to ask a lot of questions, use his curiosity and really go in the meetings, he talks about coming back from tournaments going into a business meeting about how to manage a contract or how to negotiate something and he really learnt the nuts and bolts of it because he had heard a lot of stories about athletes who lost their fortunes and lost their money because they just did not follow day to day. And the other thing besides the clinched fist that he advises young players and young athletes is, understand your money, understand how it all operates, understand that financial system and how that money is coming in and where it is going and really, plug yourself into it, even though it can seem, in some ways, uninspiring at times and as much fun as something else planning that night, it pays off in the long run, and he was very focused on that and his parents also emphasized that as well. And ultimately, he ended up choosing to go back with IMG again with a different agent, guy

named Tony Godsick who had worked with Monica Seles and Lindsay Davenport, Tommy Haas, and Tony frankly has proven to be a brilliant manager of Roger's career, not just the money but the overall image and overall way he presents. And together with Roger's consistent excellence and Roger's consistent amiability and sympathy, the combination of enduring excellence, enduring sympathy and basically, enduring elegance, you never get tired of watching if you are a sports fan because the way the guy moves on the court, that was the killer combination and that produced catnip for the sponsors, a lot of them Swiss, but a lot of them not Swiss as well. And a lot of those deals are long-term deals, very lucrative. And even when things did not go well for him, when Nike decided they had had enough, when they didn't pay him what he thought he was deserving in his late 30s to renew, ended up landing very much on his feet. Signing with Uniqlo, maybe a little bit down market overall, but the deal was incredibly lucrative, and then deciding to get involved with On, the running shoe company based in Switzerland in kind of a market share perspective, owning some stock and that has exploded as you can see on the streets of North America with all the On running shoes you see. So Roger turned that Nike rejection into two huge opportunities in apparel and shoes. And so, it is a combination of doing your homework, having this crazy combination of skills and appeal and not screwing up, not having the scandal, not having the mistake that destroyed his public capital and change people's opinion. And we have seen a lot of athletes, unfortunately that has happened to over the years where things just turned the wrong direction. And Roger was not that kind of person to begin with, but it cannot be a coincidence that he went for that many years without anything really major cloud in the landscape, smart guy and he understood when things did flare up, he knew how to extinguish the flames very quickly, and it was not by hiding, it was by addressing it.

DJ: Hmm. And you actually say in that context what makes him unique is not the performance on the court but his performance in the boardrooms and corporate suites and how he delivers personalized service.

CC: It is a combination Deepak, to be honest. I do not think there are many more elegant tennis players. He is a ballet dancer out there in a lot of ways. He has also got the grit. There are other players who are beautiful to watch, Grigor Dimitrov, how many Grand Slams has Grigor won, none. So the elegance plus the excellence, the enduring quality and the way he connects with people, whether it is somebody unimportant like me or somebody who is like the sponsor who is going to give him a hundred million dollar deal or the friend of the friend who is a construction worker, he wants to understand how you build a building, way he connects with people, even though he is not somebody who is like a Nick Kyrgios who is going to go over and chat with the fan on the side of the stands mid-match, he connected with people throughout his whole career and that is really the heart of it.

Reflections from Deepak Jayaraman

DJ: We have often heard that we all need to be like the alphabet T. We need to be deep in one thing but know how it applies to a range of situations.

I am reminded of something that I learnt from Lynda Gratton of London Business School in this context. She says that we all should strive to be a bit like the symbol Pi. We need to have two legs to stand on and apply it on a range of situations. Roger is possibly a bit like the Marina Bay Sands hotel in Singapore possibly if you know what I mean. It is a horizontal line with three legs below it.

The key takeaway for me is that apart from going deep in the primary discipline we are in, we need to build one or two other vectors of specialization to be able to add value.

Thank you for listening.

End of nugget transcription

RELATED PLAYLISTS YOU MIGHT LIKE

Personal Brand: This is not a new concept but as we hurtle towards a world where the Gig Economy will be a key structural component of the economy in addition to large organizations, how we build our personal brand is something every leader needs to be thinking about. What can we learn from how Businesses build brands? How does that need to change in the digital world? You can access the playlist [here](#).

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter [here](#).

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click [here](#) and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

Christopher Clarey - Nuggets

- 100.01 Christopher Clarey - Signs of early potential
- 100.02 Christopher Clarey - Parenting influences on Roger
- 100.03 Christopher Clarey - Roger's curiosity and empathy
- 100.04 Christopher Clarey - Managing down-time between rallies
- 100.05 Christopher Clarey - Secret to Roger's longevity
- 100.06 Christopher Clarey - How Roger picked his Coaches
- 100.07 Christopher Clarey - Bouncing back from a rough patch
- 100.08 Christopher Clarey - Roger the businessman
- 100.09 Christopher Clarey - In Summary – Playing to Potential
- 100.10 Christopher Clarey - Sowing the seeds for the next innings

About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, or stored in any retrieval system of any nature without prior written permission.