Swiss SportsTech

Report 2026



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Foreword

Switzerland is a country of contradictions when it comes to sport and technology. For fifteen consecutive years, it has ranked first in the Global Innovation Index, making it one of the world's most innovative economies. At the same time, Switzerland is one of the world's most important hubs for sport, home to around 60 international sports federations, including the IOC, FIFA and UEFA, and characterised by one of Europe's highest levels of sports participation.

Switzerland is home to global market leaders such as On and Sportradar, world-class research institutions including ETH Zurich, EPFL and CSEM, and a strong ecosystem of capabilities spanning advanced materials, precision engineering, robotics, biotech, medtech, data analytics or digital technologies.

Yet Switzerland's sportstech potential has remained largely under the radar. This is particularly striking given the strong growth of the global sports economy. The World Economic Forum projects it to grow from approximately USD 2.3 trillion today to USD 8.8 trillion by 2050, with technology reshaping how sport is delivered, experienced and consumed, how sports business models evolve, and how top athletes train and perform. For Switzerland, this represents an opportunity to access new markets, drive innovation and strengthen both the international competitiveness of its economy and its elite sport.

This is why Swiss Olympic, together with a broad alliance from sport, industry and economic development, initiated Switzerland's first comprehensive sportstech study. Its purpose was to create visibility, identify key players and capabilities, and better understand how Switzerland can unlock the sector's potential.

The timing is important. The potential hosting of the Olympic Winter Games in Switzerland in 2038 could provide an international platform and powerful catalyst for the development of the Swiss sportstech ecosystem. It could position Switzerland as Europe's leading sportstech nation while creating a lasting economic and innovation legacy for sport and the wider economy.

What makes sportstech particularly attractive is that it is not a standalone industry, but a cross-sector field of application, much like the space industry. It brings together Swiss strengths in adjacent fields such as advanced materials, sensors, robotics and health tech, building on areas in which Switzerland already excels. This works both ways. Sport draws in technologies developed elsewhere. It also serves as a powerful test bed in which innovations are validated under extreme conditions before reaching broader markets, as demonstrated by Formula 1.

The strategic opportunity is to promote these strengths, deepen collaboration and create the conditions for innovation to scale, turning Switzerland's existing capabilities into a competitive advantage for sport, technology and the wider economy.

To build a robust evidence base for this ambition, the study brought together a broad coalition of partners spanning industry, economic and innovation promotion, national and international sport, the investment and startup ecosystem, as well as a wide range of experts and stakeholders directly involved in the global sportstech sector.

The study identified 402 companies active in Switzerland. Of these, 162 companies participated in the quantitative survey, complemented by more than 30 in-depth interviews with experts and organisations from the relevant fields.

The result is the first comprehensive, evidence-based picture of a sector that already exists. The findings reveal an impressive breadth of companies, expertise and innovation, but also a clear need for stronger connections, greater visibility and better access to the broader sports ecosystem.

Switzerland is, in effect, already a sportstech nation – it simply has not fully recognised it yet. The opportunity is evident. Now is the time to connect the ecosystem, accelerate innovation and turn Switzerland's sportstech potential into a lasting competitive advantage.



Mike Kurt, on behalf of Swiss Olympic



Shin Szedlak, PwC



Robin Sticher, generis

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Contacts and Credits

Swiss SportsTech Report 2026

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00 Executive Summary

“Switzerland has everything it takes to lead internationally in sportstech: world-class research, innovative SMEs, a stable legal framework and a sports movement with a global reputation. What is missing is a consistent link between these strengths to form a national ecosystem. The Olympic and Paralympic Winter Games 2038 are a unique opportunity to make this ecosystem visible and to translate it into an economic legacy that secures jobs, exports and value creation far beyond the event itself.”

Christian Wasserfallen, Member of Parliament



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00 Executive Summary

1. Sportstech is a significant economic factor

This report provides the first systematic mapping of Swiss sportstech. Based on a bottom-up company mapping, a survey of 162 companies, more than 30 in-depth interviews and a detailed review of the sector's larger firms, it establishes a first evidence-based baseline for a field that has not previously been measured in this way in Switzerland.

Across 402 identified companies in all 26 cantons, the sector generates an estimated **CHF 8bn in revenue** and employs **approximately 17,000 FTE** in Switzerland. It is broad in company count, diverse in technological profile and already economically relevant at national scale.

Swiss sportstech is best understood as a **cross-sector application market.** Its companies draw on capabilities in health, materials, sensing, data and industrial technology and apply them in sport-specific use cases, and the transfer runs in both directions. Some develop capabilities in sport and scale them into adjacent markets, while others enter sport from fields such as medtech, health or mobility. At least 29% of surveyed companies generate revenue outside sport, indicating that cross-sector application is a central feature of the mapped population and creating real scope for technology transfer.

The sector has nonetheless remained under-recognised, because no single industry classification captures it. A meaningful part of Swiss sportstech has therefore remained **statistically and strategically** invisible, even though the underlying activity already exists.

2. A distinctive starting point with yet unexploited potential

Switzerland combines a structural advantage no other country matches – **the world's highest concentration of international sport federations and organisations** – with deep industrial capability in microtechnology, advanced materials, technical textiles, sensing, life sciences and data. Few countries bring demand, supply and research capability together in this density and geographic proximity. The organisations that regulate global sport, the companies that build enabling technologies and the institutions that drive research are, in many cases, a train ride apart. Switzerland also offers a high-quality sporting environment, major events, and demanding training and testing conditions.

The research base is equally strong but only marginally directed at sport. Switzerland spends around CHF 25bn on research, growing at around 3% a year, and has ranked first in the Global Innovation Index for 15 consecutive years, while sport-related projects historically accounted for **0.03–0.14% of national research funding instruments** in 2018. The connection between two established strengths is largely unexploited rather than absent.

The activity is regionally distributed across complementary clusters with distinct strengths. Some regions excel in commercial, media and platform businesses, while others specialise in research driven medical and wearable technologies or industrial equipment manufacturing. These ecosystems are supported by strong universities and research institutes nearby. These strengths have emerged organically or through targeted regional initiatives, creating significant potential to build on and connect them more deliberately. Innovation oriented sports federations, clubs and major sporting events add real world testing environments under competitive conditions, an advantage that few countries can offer.

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3. A more coordinated national approach is needed

The report's central finding concerns the **connective function between companies, federations, research institutions and capital**, which is not yet strong enough. Technological and institutional strength are not what is missing.

The sector's strengths sit largely **upstream of the market** – research quality, institutional proximity and technical capability – while the most frequently cited gaps **sit downstream,** in visibility, commercialisation, pilot opportunities, access to the right counterparts and growth-stage capital. Together these point to a structural problem of translation and coordination.

The challenge is commercially significant. The sector is broad, but much of it remains early-stage. Around 10% of companies generate more than 90% of sector revenue, **three quarters of surveyed companies generate less than CHF 1m in sport-related revenue,** and the middle layer between the long tail of smaller firms and the small number of global leaders is thin. The transaction evidence points the same way. Observed transaction volume averages roughly USD 50m a year, Swiss investors appear in the most deals by count but account for only about 12% of disclosed volume, and no dedicated sportstech fund exists in Switzerland. Capital does not explain the sector's broader challenge on its own, though it compounds the difficulty of moving from technical capability to commercial scale.

4. What this means in practice

For industry and policymakers alike, the implication is that the task is to **connect and scale what already exists,** building on an existing but not yet recognised Swiss sportstech sector.

A possible Swiss pathway towards the **Winter Olympic and Paralympic Games 2038** could serve as an important catalyst. Used deliberately, it could create a rare economic and innovation window in which procurement demand, international visibility and institutional coordination are aligned behind a shared national horizon.

The international comparison reinforces this conclusion. Australia and Norway identify many of the same structural gaps – visibility, coordination, research-to-market transfer and growth-stage capital – which shows that these challenges are not unique to Switzerland. Their experience also suggests that targeted ecosystem-building measures can help address them.

To address these gaps, the report points to one overarching action, **a national sportstech organisation,** and five functions it would perform:

- **connecting and further enabling** the regional initiatives that already exist
- **representing the sector's interests**
- **moving technology vertically** from research to market and horizontally from other sectors into sport
- using **the road to 2038** for procurement demand, testbeds and international visibility
- preparing a **sportstech funding instrument** as the pipeline matures

Whether or not a 2038 bid ultimately proceeds, the underlying opportunity is unchanged, to connect Switzerland's existing strengths in sport and technology more systematically and translate them into lasting innovation capacity, commercial value and international position.

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00 Swiss sportstech Industry at a Glance

CHF 8bn
Estimated sector revenue

~17,000
17,000 FTE employed in sportstech in Switzerland

402
Companies across 26 cantons

Market Applications, % of classification counts



Technology Stack, % of classification counts



Company Landscape (by employees)

61%
10 employees or fewer

34%
11 to 250 employees

5%
more than 250 employees

Deals & Investment

~USD 50m
average annual deal volume

~12%
of deal volume from Swiss investors

88%
expect revenue growth

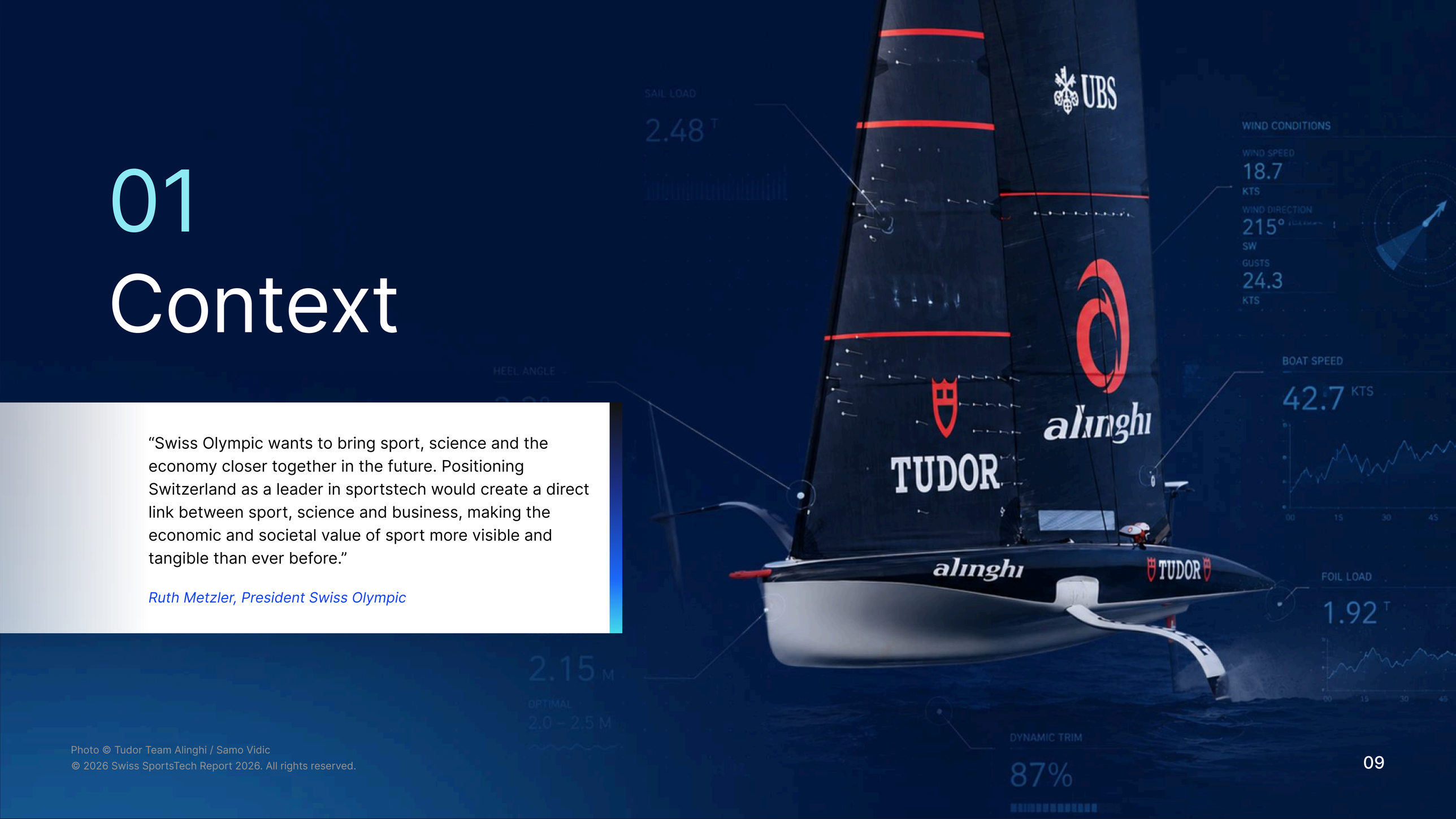
Selection of Swiss sportstech leaders (examples of companies)

On · sportradar · CONICA · KISTLER measure. analyze. innovate. · DT SWISS

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Source: SportsTech Switzerland analysis, based on company mapping and survey data; international comparison based on ASTN and NST national assessments.

01
Context



“Swiss Olympic wants to bring sport, science and the economy closer together in the future. Positioning Switzerland as a leader in sportstech would create a direct link between sport, science and business, making the economic and societal value of sport more visible and tangible than ever before.”

Ruth Metzler, President Swiss Olympic

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01 Switzerland's Unexploited Advantage

A sportstech industry hiding in plain sight. Some of the world's best sport-adjacent engineering happens in Switzerland. Swiss Timing measures Olympic finishes, Conica surfaces host world records, modern Olympic Games would be hard to imagine without Nüssli's temporary stands and venues, and On has built one of the fastest-growing sports brands globally.

Behind them sits a wider industrial layer in precision measurement, advanced materials and sports data that quietly supplies global sport. A patent search commissioned by the Federal Council counted more than 4,600 active sport-related patents in Switzerland, held by sporting goods manufacturers such as On and X-Technology alongside industrial groups such as Swatch, Novartis and Nestlé.

Many of these companies do not see themselves as sportstech, and an even larger group holds competencies that sport needs but never applies them there, simply because the opportunity is not visible to them.

World-class research, barely pointed at sport. With expenditure of around CHF 25bn in 2023, growing at around 3% a year, Switzerland ranks among the most research-intensive countries in the world, and more than two-thirds of this spending is carried by the private sector.

It has ranked first for 15 consecutive years in the Global Innovation Index and leads Europe in patents filed per capita, and deep tech absorbs 60% of all Swiss venture capital, the highest national share worldwide. In its report on the Dobler postulate the Federal Council confirms this competitiveness in research and innovation, and the same analysis shows that sport has so far barely benefited from it.

The share of sport-related funding within national research instruments stood at just 0.03–0.14% in 2018. That is an as-yet unexploited connection between two established strengths.

One of Europe's most active populations. Sport belongs to everyday life in Switzerland. Around one in two people are highly active, exercising several times a week, and the country continues to rank among the most sporty in Europe.

A dense network of clubs and federations reaches into every region, and Switzerland regularly hosts world-class competitions across a broad range of disciplines. That combination gives Swiss sportstech companies an engaged and demanding home market, real testing grounds and a natural launchpad for their products.

The densest federation landscape in the world. Switzerland is home to around 60 international sports federations and organisations, including the IOC, FIFA and UEFA, giving it the highest concentration of international sport governance anywhere in the world, complemented by a dense academic network around Lausanne.

These federations shape the rules and standards of global sport, decide which equipment and technologies are approved for competition, run officiating and integrity systems, and increasingly operate their own media, data and fan platforms. Each of those functions is a technology market in its own right, and for Swiss sportstech companies most of them sit within close reach of one another.

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01 SportsTech Switzerland 2038

The possible hosting of the 2038 Olympic Winter Games in Switzerland would be more than just a sporting project. Used deliberately, it could create a rare economic and innovation window, a multi-year period in which procurement demand, international visibility and institutional coordination are aligned behind a shared national horizon.

Public evidence from past Olympic Games illustrates why this matters. For Paris 2024, around 90% of suppliers were French and close to four in five were SMEs, showing how a Games cycle can engage a broad domestic business base extending well beyond established incumbents. For London 2012, official legacy reporting showed that thousands of contracts were awarded to businesses across the UK, demonstrating that the economic effects of Games-related procurement can extend well beyond the immediate host location. And across recent editions, the Olympic Games have reached global audiences in the billions, underlining the scale of the international visibility platform they provide.

For Switzerland, the relevance of such a window would lie in using the road to 2038 to translate existing strengths in research, technology and sport into lasting economic value.

The opportunity would be to connect innovation capacity with real demand, create reference projects under real conditions, strengthen the commercialisation of Swiss solutions, and raise Switzerland's international visibility as a location for sport-driven innovation.

If used in this way, the road to 2038 could create more than an event legacy. It could support a broader innovation and capability legacy: stronger sportstech companies, more successful routes to market, greater international attraction for talent and investment, and improved framework conditions for long-term sector development.

If this window is to translate into lasting economic value, five shifts would matter in particular: – stronger innovation capacity among Swiss sportstech companies – better commercialisation and sales for what is developed in Switzerland – stronger international attraction for companies, talent and capital – more founding momentum across the sector – improved framework conditions and greater international visibility for Switzerland as a sportstech location

If this window is to translate into lasting economic value, five shifts would matter in particular:

- stronger innovation capacity among Swiss sportstech companies
- better commercialisation and sales for what is developed in Switzerland
- stronger international attraction for companies, talent and capital
- more founding momentum across the sector
- improved framework conditions and greater international visibility for Switzerland as a sportstech location



"With the potential Olympic Winter Games 'Switzerland 2038', Switzerland has a unique opportunity to use the next decade to turn innovation into lasting value: transforming R&D into companies, creating the conditions for Swiss technologies to compete for opportunities around the Games, and building capabilities that outlive the event. The result could be a genuine legacy in innovation and technology, creating new jobs, economic output and lasting innovative capacity"

Omar El Zayat, former Head of Innovation, Paris 2024

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Source: Public Games reporting (Paris 2024 supplier data; London 2012 legacy reporting; IOC audience reporting).

01 How to Read these Findings

This study is the first systematic mapping of the Swiss sportstech industry. This provides a first evidence base, as robust figures now exist for the first time where previously only assumptions circulated. It also brings methodological limitations, which are set out openly below.

The population is likely not yet complete. The underlying company list comprises 402 identified companies, a considerable number for a first identification. Comparable international first-time surveys regularly show that further, previously unrecorded companies emerge in subsequent editions. It would therefore be premature to treat today's figure as the definitive size of the sector.

A basis for comparison is missing. Since this is the first time the data has been collected, it is not possible to read a development over time, nor to say with certainty whether the responding companies are truly representative of the whole. Only future editions of this survey will show how the sector develops and how robust this first snapshot actually was.

Economic indicators are based on extrapolations and modelling. Where comprehensive data is unavailable, for example on the overall economic significance of the sector, extrapolations from the sample were used. Such modelling inherently carries uncertainty and should be understood as an approximation.

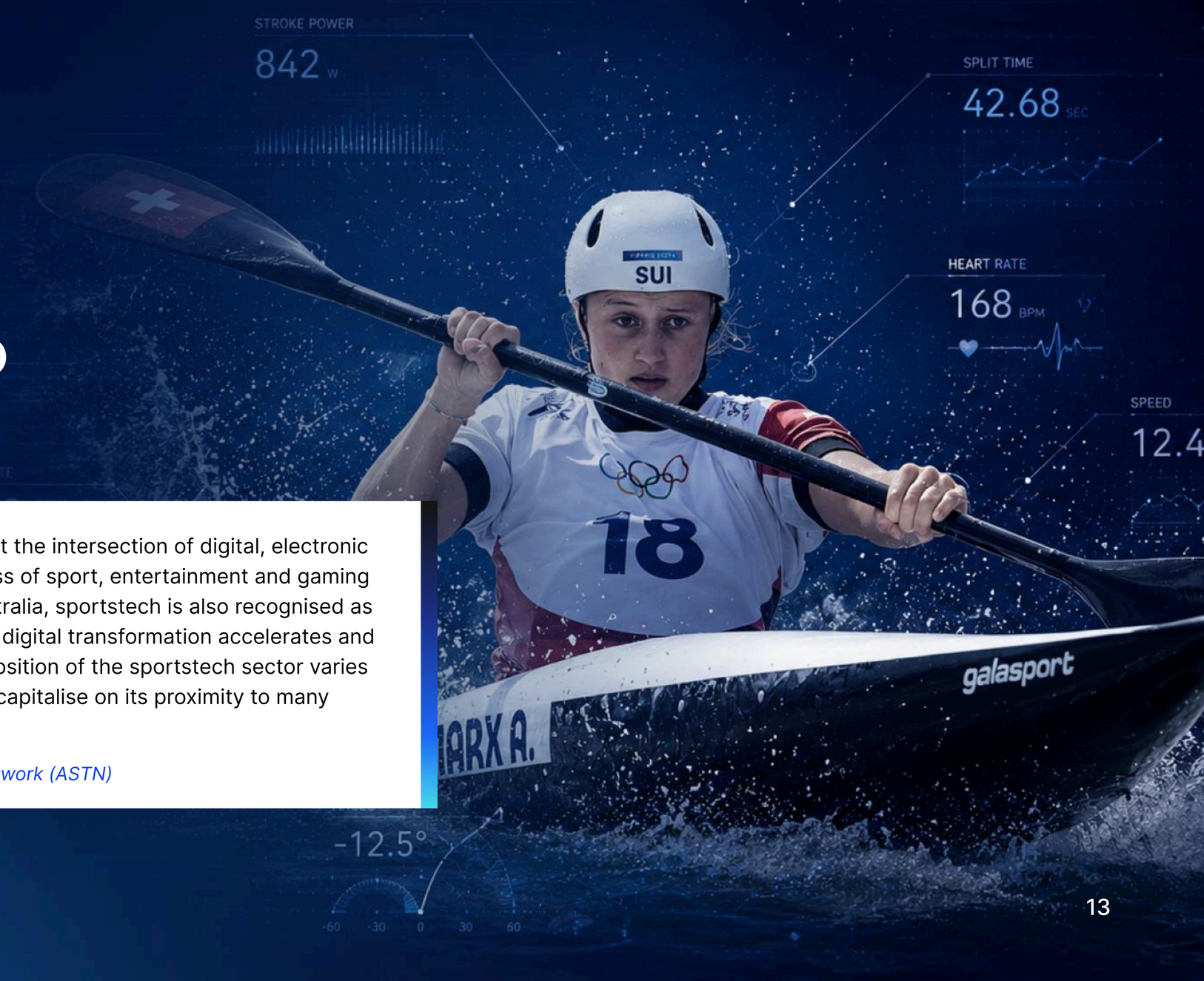
The qualitative findings in this study draw on in-depth conversations with experts from industry, sports, research and investment circles. These conversations add depth and texture that survey data alone cannot provide, but they were conducted with a limited number of participants who agreed to take part, and their views should be read as informed perspectives on the sector.

Despite these limitations, the available data provides a substantially more solid foundation than has previously existed for the Swiss sportstech industry. 162 of the 402 companies responded to the company survey, resulting in a completion rate of 40%. The conclusions of this study should accordingly be read as a first approximation. It is a starting point for a survey that can be repeated and refined over time.

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Source: SportsTech Switzerland company mapping (402 companies) and survey (162 respondents).

02
What is sportstech?



"Sportstech is a sector of the sports industry that sits at the intersection of digital, electronic and advanced material technologies, where the business of sport, entertainment and gaming converge with active living, wellness and health. In Australia, sportstech is also recognised as a significant economic development opportunity as the digital transformation accelerates and the nation prepares for Brisbane 2032. While the composition of the sportstech sector varies across countries, Switzerland is uniquely positioned to capitalise on its proximity to many international sports federations. "

Martin Schlegel, President Australian Sports Technologies Network (ASTN)

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02 Definition of sportstech

Definition
Sportstech, or sports technology, refers to companies and their technological products, materials, processes, platforms, or services that have been developed or adapted primarily or explicitly for sports.

Before the sector can be measured, it needs a shared language. Since this study is the first systematic mapping of Swiss sportstech, the delineation carries particular weight, since it determines what is counted, compared and discussed in the chapters that follow. The definition above builds on the internationally established Australian Sports Technologies Network (ASTN) framework, adapted for Switzerland and reviewed by multiple sector experts.

Two dimensions structure the analysis:

Market application, meaning who the technology serves, and technology stack, meaning what the innovation is built on. Every company in the mapping is classified along both, and the following two pages set out each framework in full.

- **Professional & Elite Sport** — Swiss Timing is the world market leader in sports timekeeping, and its technology has been used at Olympic Games for more than 40 years.
- **Mass Participation & Active Living** — Sphery develops interactive training hardware for gyms and rehabilitation with its ExerCube system.
- **Business of Sport & Entertainment** — Sportradar is a global market leader in sports data, complemented by more specialised providers such as AIM Sport Vision, whose patented digital overlay technology serves sports TV advertising.

The technology stack groups the same companies into four domains: **Information & Communications Technologies, Advanced Materials, Medical, Health & Biotech, and Sensors & Devices.** It is recorded independently of the market served, so a product built on advanced materials can serve elite sport, mass participation or the business of sport alike.

These segments are converging internationally. Performance technologies migrate from elite sport into mass participation and back, while elite-sport and business-of-sport applications increasingly overlap. Live match data is a clear illustration – used simultaneously by teams for performance analysis, by broadcasters for coverage and by betting operators for live wagering, three market applications served by one underlying technology.

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02 Market Segments: How the Sector Is Structured

Companies are mapped by the sport market they serve, not by their underlying technology or their size. The classification applies the market application framework developed by the Australian Sports Technologies Network, adopted here so that the Swiss population remains comparable with the international benchmark used in Chapter 5.

PROFESSIONAL & ELITE SPORT

Customers are athletes, teams and federations competing at performance level

Elite sport is shown as the encompassing market because its technologies are sometimes commercialised into both adjacent markets or vice versa. Its own subcategories sit at the centre; the two markets within it are also served by companies with no elite sport activity.

BUSINESS OF SPORT & ENTERTAINMENT

Customers are the organisers and commercialisers of sport.

- Media & Broadcasting
- Stadium & Venue
- Event & League Operations
- Fan Engagement
- Prediction Markets
- Esports & Fantasy

Professional & Elite Sport specific

- Athlete Performance
- Injury Prevention

MASS PARTICIPATION & ACTIVE LIVING

Customers are recreational athletes and the wider active population.

- Fitness & Wellbeing
- Coaching & Training
- Nutrition
- Surfaces & Facilities
- Equipment
- Apparel & Footwear

A company is recorded in every segment it serves, so the segment counts express market coverage and not exclusive shares.

How to read the classification

A company can serve several segments at once and is mapped into each of them, because the same application often addresses two markets equally: a performance measurement product sold to a national federation and to recreational runners belongs in professional sport and in mass participation alike. Elite sport is drawn as the encompassing market because its technologies are commercialised into both adjacent markets, but it does not contain the whole population: many companies serve only the business of sport or only mass participation and have no elite sport activity at all.

Applying the Framework: On Running

On is recorded under Apparel & Footwear within Mass Participation & Active Living, the market into which it sells. Its performance positioning is established with elite distance athletes, and it is therefore also recorded under Professional & Elite Sport. Every company is classified in the same sequence: the primary customer determines the segment, and anyfurther market segments served are recorded alongside it.

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02 Technology Stack: What the Products Are Built On

The technology stack records the technologies on which a company builds its products. It is recorded independently of the market application, so every company appears in both classifications, and a company may carry several technologies where a connected product combines materials, sensors and software.

INFORMATION & COMMUNICATIONS TECHNOLOGIES

Digital, software, data and communications technologies used to create, manage and distribute sports video, data and content.

EXAMPLE TECHNOLOGIES

- Artificial intelligence
- Performance data science
- Cloud infrastructure
- Streaming and OTT
- Video and game development
- Privacy and cyber security

ADVANCED MATERIALS

Materials engineering behind tangible sports products, where composites and textiles raise product performance.

EXAMPLE TECHNOLOGIES

- Fibres and textiles
- Composite and Metals
- Coatings and elastomers
- Foams and gels
- Nano materials
- Thermoplastics

MEDICAL, HEALTH & BIOTECH

Measuring, assessing and improving physical, cognitive and general wellbeing of elite and amateur athletes.

EXAMPLE TECHNOLOGIES

- Biomechanics
- Athlete recovery
- Nutrition
- Strength and conditioning
- Medical and diagnostics
- Cognition and psychology

SENSORS & DEVICES

Wearable and non-wearable hardware, including camera hardware, that captures data for monitoring and performance.

EXAMPLE TECHNOLOGIES

- Wearables
- Bio sensors
- IoT and sensor technology
- Camera hardware
- At-home connected fitness
- Robotics

How to read the technology stack

The technology stack records what a product is built on and is recorded independently of the market application, so every company appears in both classifications. A company can carry several technologies where a connected product combines materials, sensors and software, and it is recorded under each of them. The technology counts therefore exceed the 402 companies mapped and express how widely each technology is used across the population.

Applying the Framework: greenTEG

greenTEG measures core body temperature using a wearable sensor. It is recorded under Sensors & Devices for the hardware and under Medical, Health & Biotech for the application of the measurement, and it serves both Professional & Elite Sport and Mass Participation & Active Living.

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02 Inclusion and Exclusion Criteria

This study applies a two-step classification test to determine which companies qualify as sportstech:

•**Sport relevance:** Does the company have a clear, explicit connection to sport, whether through its product, service, or customer base?

•**Technology relevance:** Does the company develop its own technology, product, or service, as opposed to purely distributing or trading third-party products?

Only companies that meet both criteria count towards this study's actual sportstech population. Two examples illustrate the distinction. Sportradar, a global market leader in sports data listed on NASDAQ, meets both criteria and qualifies as a classic sportstech case. Puma Central Europe GmbH, by contrast, fails the second criterion despite a clear sport relevance, as it is purely a Swiss sales subsidiary of a foreign group with no own product development, and is therefore not included in the count.

To ensure that the sector totals reflect genuine economic value add beyond formal legal presence, the studyapplies a differentiated treatment by company type. Companies with both headquarters and strategic decision-making authority in Switzerland are included on the basis of global revenue, while employment is counted on a Swiss-FTE basis. For foreign companies without headquarters and strategic decision-making authority in Switzerland, only the Swiss economic footprint is counted, typically Swiss revenue and Swiss FTE. Pure trading structures are excluded from the sector totals. Where Switzerland hosts central service functions, these are reflected through the relevant Swiss FTE only, while associated global or brand-level revenues are not attributed to Switzerland. This framework is designed to capture sportstech activity that is meaningfully anchored in Switzerland without overstating the sector through distribution models, service hubs or globally managed business activity.

This deliberately narrow definition measures actual Swiss value creation in sportstech, which yields a more conservative and more robust count than a pure market-presence approach.

THE TWO-STEP CLASSIFICATION TEST

Sports relevance
Clear connection to sport through product, service, or customer base.

Technology relevance
Development of own technology, product, or service (not merely distributing or trading third-party products).

Only companies that meet both criteria count as **sportstech.**

Sportradar
Global market leader in sports data listed on NASDAQ.

Meets both criteria
→ **Qualifies as sportstech**

Puma Central Europe GmbH
Swiss subsidiary of a multi-national group with no dedicated product development or manufacturing in Switzerland

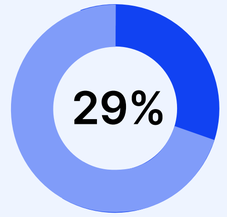
Fails technology relevance
→ **Not included in the count**

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02 The “Hidden sportstech”: Cross-Sector Function

Sportstech is not a self-contained vertical, and much of it is hidden in plain sight. These technologies are counted by the market they are sold into – medtech, materials, sensors, software – not by the sport that first demanded them. A defining feature of Swiss SportsTech is therefore its cross-sector character. Some companies develop capabilities in sport and later apply them in adjacent markets such as HealthTech, while others bring technologies from fields such as health, materials or sensing into sport.

Sport thus serves as both an end market and a high-intensity testing and validation environment, in which technologies are refined under requirements more demanding than those of the markets they later serve. A sport-only definition would understate the sector economically. Consistent with this, the report includes companies on the basis of their original technological development for sport or their meaningful adaptation to it, even where part of their value creation now occurs beyond sport.



29% of surveyed sportstech companies also serve markets beyond sport altogether

International evidence supports this. Australia is one of the few markets where the sector has been surveyed systematically.
In Australia, 67% of sportstech companies operate across more than one sport and 26% serve markets beyond sport altogether.

Swiss examples show how closely sporting applications sit alongside much larger markets.

Kistler makes piezoelectric measurement technology. It underpins force-plate diagnostics in elite sport. The same sensing capability serves automotive testing and industrial process control.

Schweiter Technologies makes composite materials. They appear in racing and high-performance equipment. Most of the demand comes from aerospace, transport and construction.

Storz Medical developed shockwave technology for clinical use. It is now standard in sports medicine and rehabilitation. It is also used in urology and orthopaedics.

Sport imposes unusually hard requirements on precision, robustness, real-time measurement and tolerance under load. That transfer does not happen automatically; it depends on whether sporting demand is deliberately used as a reference case.

None of these companies would describe itself as a sportstech company. The capability is real and commercially significant. But it is not counted, not visible to policymakers and not addressable as a sector. That is why a deliberate mechanism is needed.

> “Sport is a powerful entry point for health technologies, particularly for mobile patient monitoring solutions. It offers a uniquely demanding environment where sensor performance, reliability, and user acceptance are validated under the most demanding real-world condition. The same technology that tracks an athlete’s heart rate accurately under peak physical stress can later seamlessly translated into clinical applications outside traditional healthcare settings. A performance advantage in elite sports today can become a shortcut toward medical adoption and regulatory approval tomorrow.”
>
> *Jens Krauss, CSEM*

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03
Understanding the Swiss SportsTech Ecosystem



> “With our world-class international events, we can offer the Swiss economy an exclusive testing platform. Technologies can be developed and validated under extreme conditions before they ever reach industrial application.”
>
> *Diego Züger, Co-CEO Swiss Ski*

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03 Key Insights into the Swiss SportsTech Ecosystem

Swiss SportsTech is nationally relevant: 402 companies across all 26 cantons generate an estimated CHF 8bn in revenue, and employ approximately 17,000 FTE in Switzerland, comparable in order of magnitude to Swiss biotech and to roughly a third of medtech. The population is broad but largely early-stage: three quarters of surveyed companies earn less than **CHF 1m** in sport-related revenue and **61%** employ ten people or fewer.

Economic weight is highly concentrated: around **10% of the companies** account for more than **90% of sector revenue** while employing about a third of the sector's Swiss workforce, and On and Sportradar alone, with **CHF 3.0bn and CHF 1.2bn,** represent roughly half of the total. Sector revenue therefore tracks a small number of companies closely and indicates achievable scale, while breadth sits in the company count.

Sport is the dominant source of revenue, not a side activity: 71% of companies earn between **76% and 100%** of their revenue in sport, a majority in every size class, though the share declines with company size. What has been missing is a framework that recognised and aggregated the economic activity.

The sector is materials- and hardware-led: advanced materials is the largest technology domain with 173 companies, ahead of information and communications technologies (145), sensors and devices (84) and medical, health and biotech (58). With 596 technology subcategory assignments across 402 companies, many firms combine several technology layers, and no single digital subcategory reaches the scale of the leading materials fields.

Activity forms complementary regional clusters: three cantons hold about half the population, each with a distinct profile, as in Switzerland's other industry clusters. Zurich is the commercial hub for media, analytics and fan engagement, Vaud a research-intensive cluster where start-ups make up a clear majority, a markedly higher share than the national average, and Bern the industrial counterpart, where **41% of companies** build equipment and larger companies enter the sportstech market. The specialisation works in the sector's favour, giving companies a local base of skills, research partners and customers that a dispersed population would provide less.

The institutional and research base is unusually dense: around **60 international sports federations and organisations,** the highest concentration of international sport governance anywhere in the world, sit alongside more than **20 universities** and applied research institutes. These assets are located next to the companies this chapter measures.

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03 Population & Density

This chapter sets out what sportstech in Switzerland is: how many companies exist, where they are, what they build, who they sell to, how many people they employ and what they earn. It is the first attempt to measure the sector as a whole, going beyond descriptions of individual companies, and the figures established here form the baseline for the rest of this report. The count establishes that the sector exists and is broadly based. It measures entry into the market rather than commercial success, which the pages that follow address.

Depth across the population

The population spans the full range of company types, from global market leaders such as On and Sportradar to established mid-sized firms and a large number of start-ups and scale-ups.

The hidden sportstech pattern

Within this population, some companies are fully dedicated to sport while others earn only a share of their revenue from sport alongside other markets, the “hidden sportstech” pattern described in Chapter 2. The sector’s footprint therefore appears to extend beyond companies that would self-identify as sportstech.

Structurally diverse

The 402 companies span three market applications and four technology stacks, a structurally diverse sector.

402 identified sportstech companies in Switzerland

26 cantons hosting sportstech companies

86 acting across industries

By market application — 3 segments

- Professional & Elite Sport
- Mass Participation & Active Living
- Business of Sport & Entertainment

By technology base — 4 bases

- ICT
  Software, data, cloud
- Advanced Materials
- Medical / Health & Biotech
- Sensors & Devices

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Source: SportsTech Switzerland company mapping and analysis.

03 Sector in Numbers: Economic Weight of the Sector

402
identified sportstech companies in Switzerland

Estimated CHF 8bn
estimated sector revenue

~17,000
FTE employed in Switzerland

> 90%
of sector revenue generated by 10% of the companies

43%
of companies earn over half their revenue abroad

On sportradar together account for roughly half of sector revenue

Methodology (summary)
Figures are based on survey responses combined with desk research, carried out for the largest companies. Where information was not publicly available, revenue and headcount figures are estimates.
For companies with headquarters and strategic decision-making in Switzerland, global sportstech revenue is attributed to the Swiss sector, since revenue earned abroad is equally relevant to the national economy. For foreign-headquartered companies with Swiss R&D or production sites, only Swiss sportstech revenue is counted. FTE figures are Swiss-based throughout.

Insights

The 402 companies were identified in a first mapping step, carried out with the support of sector experts and cantonal administrations. The population is the first systematic inventory of Swiss sportstech and remains open, with further companies likely to be added as the mapping continues.

On this basis the Swiss sportstech sector generates an estimated CHF 8bn in revenue, and employs approximately 17,000 FTE. The boundary of that figure is set deliberately, to capture the activity that is genuinely steered from Switzerland. Companies domiciled here but directed from elsewhere fall outside it, and Garmin, registered in Schaffhausen, generated roughly CHF 1.9bn in its fitness segment alone in FY2025.

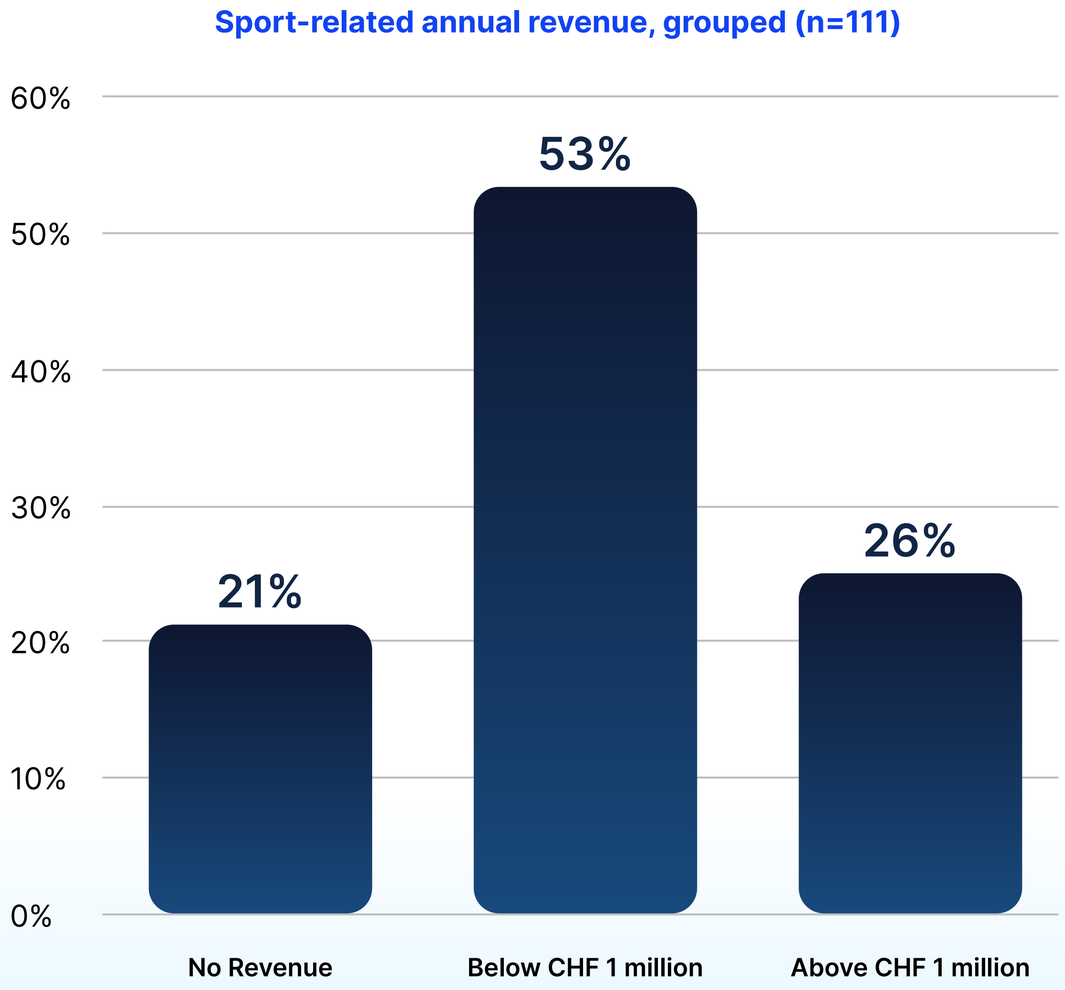
Looking more closely, the revenue structure is highly concentrated in a small number of companies, with around 10% of the population accounting for more than 90% of sector revenue while employing about a third of the sector's Swiss workforce.

The concentration is driven above all by On and Sportradar. With CHF 3.0bn and CHF 1.2bn of revenue respectively, the two alone represent roughly half of the sector total. Sector revenue therefore tracks two companies closely and indicates achievable scale.

For scale, Swiss medtech generated CHF 23.4bn with 71,700 employees (2024) and biotech CHF 7.5bn with 21,000 FTE (2025). On these estimates sportstech is comparable in order of magnitude to biotech and to roughly a third of medtech – an indicative comparison, and a level of national economic relevance that has so far gone unrecognised.

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03 Revenue Distribution



Insights

Three quarters of respondents earn less than CHF 1m in sport-related revenue, with 21% reporting no sport revenue at all and a further 53% below that mark. The remaining 26% are above it. The 21% without revenue are pre-commercial so that band reflects recent entry into the sector.

CHF 1m is a low threshold for commercial scale, so the split understates how compressed the distribution is. Most companies above the line are also small, and the internationally established Swiss players form a small group within that band.

These figures measure sport-related revenue only, and say nothing about company size. A company can sit in the lowest band while being substantial in another industry, so the band below CHF 1m mixes young sport-native firms with established businesses for which sport is one line of activity among several. The distribution therefore describes the commercial scale of sport activity in Switzerland.

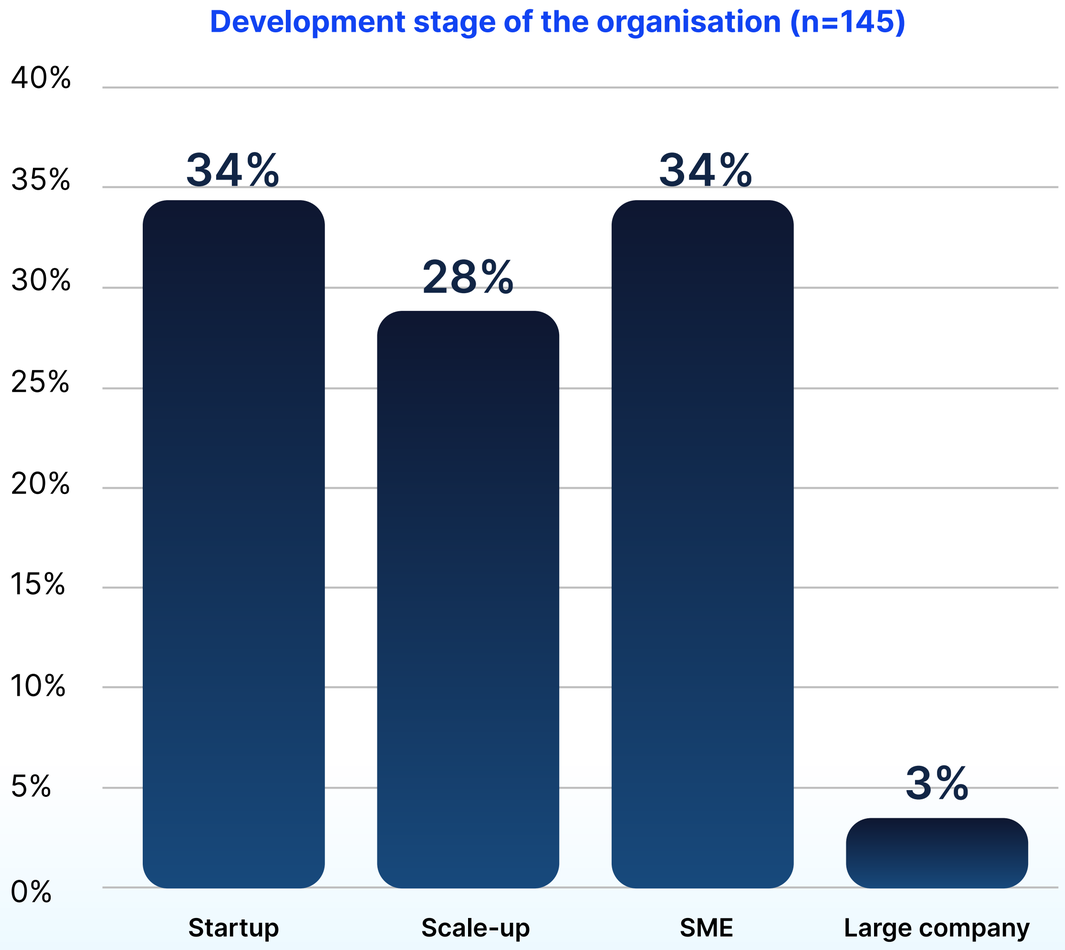
The result is breadth without volume. A large number of companies are active in sportstech, but for the majority the sport-related business is small. CHF 1m of sport revenue funds roughly four to six people, which is below the level at which a business can staff product, sales and support at the same time, absorb the loss of a single customer or fund international expansion. Much of the sector's commercial activity is therefore not yet stable.

A broad population of small sport businesses is characteristic of an early-stage market, where many participants have entered and few have yet consolidated a position. The reported trajectory is however upward. Across all companies with measurable revenue, 69% grew revenue over the past two years, 88% expect further growth and 43% already earn more than half their revenue abroad. At the same time, a single survey wave shows the distribution at one point in time. Repeating the measurement will distinguish the two paths open to a market at this stage, either companies moving upward into the band above CHF 1m or the count itself declining as weaker entrants exit.

Source: SportsTech Switzerland survey. Companies with measurable revenue

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Sector in Numbers: Maturity Structure



Insights

Start-ups and scale-ups account for 62% of the surveyed population, SMEs for 34% and large enterprises for 3%. The sector appears concentrated in its early maturity stages, and most companies have yet to complete a first growth cycle.

The stage is self-declared and the categories carry no agreed revenue or headcount thresholds, so respondents anchor them on funding stage, organisation or self-image. The comparison with revenue is therefore indicative, with 37% placing themselves in the SME or large-enterprise range while 26% report more than CHF 1m in sport revenue. Several effects may contribute. Maturity is stated for the company and revenue only for its sport business, so a diversified industrial firm can be large and still sit below the threshold.

Venture-financed firms with a released product, staff and international pilots may be structurally scale-ups whose position has been funded by capital more than by sales. And stage labels carry positioning value when fundraising or hiring, so some self-assessments are likely to run ahead of current revenue. A single survey wave cannot separate these effects. How the two measures develop, and whether they converge, should be more revealing than this snapshot.

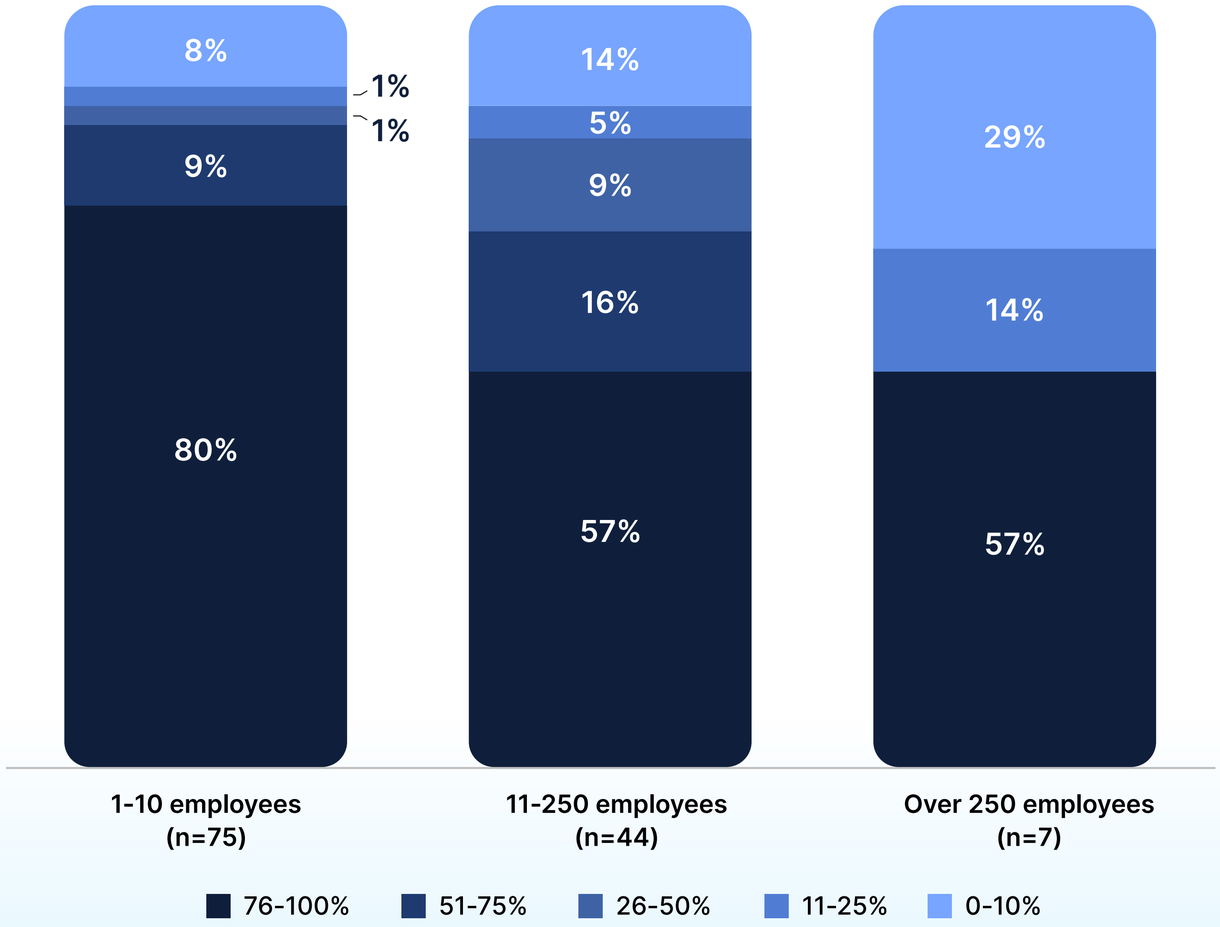
It sits alongside individual Swiss companies operating as established global leaders, On and Sportradar among them, and that distance looks structural. Small-company dominance is in any case the Swiss norm across technology sectors, so the more informative question is how the composition moves. Two developments are worth watching: whether established companies from adjacent fields enter sport as the market grows, and how the balance between start-ups and scale-ups shifts as current entrants progress or withdraw.

Source: SportsTech Switzerland survey.

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03 Cross-Sector Coverage by Maturity

Share of sport revenue by company size (% per employee class)



Insights

Market diversity increases as companies get larger, but not steeply. Around four in five of the smallest firms earn nearly all their revenue in sport, above ten employees that share drops to under three in five and then holds. What keeps changing is the diversified minority, which grows from roughly one in ten of the smallest firms to close to a third of the largest.

Only seven respondents employ more than 250 people, so that class is indicative only. Four of the seven still earn more than half their revenue in sport. The large-company layer includes firms that grew up in sport, On and Sportradar among them, alongside industrial companies for which sport is one application among several – the Kistler, Schweiter and Storz pattern described in Chapter 2. Companies of the latter kind appear more often towards the upper end of the size range, without displacing the sport-focused firms there.

The middle of the distribution stays predominantly sport-focused. What sets it apart from the smaller firms is that larger diversified minority, part of it drawn from materials, sensors and medical technology. The scaling layer is thin, and some of the scale that does exist sits in companies for which sport is one business line among several.

Across the population the degree of sport focus varies widely, from companies that are almost entirely sport-native to those earning only a minor share of their revenue there, with the tendency towards diversification rising gradually with size, which leaves the sector as a continuum. Sport focus is therefore a dimension in its own right. Any statement about sportstech as a single sector averages across companies that differ substantially in how much of their business sport actually is.

Source: SportsTech Switzerland survey. Companies with measurable revenue

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03 Employment by Company Size

Insights

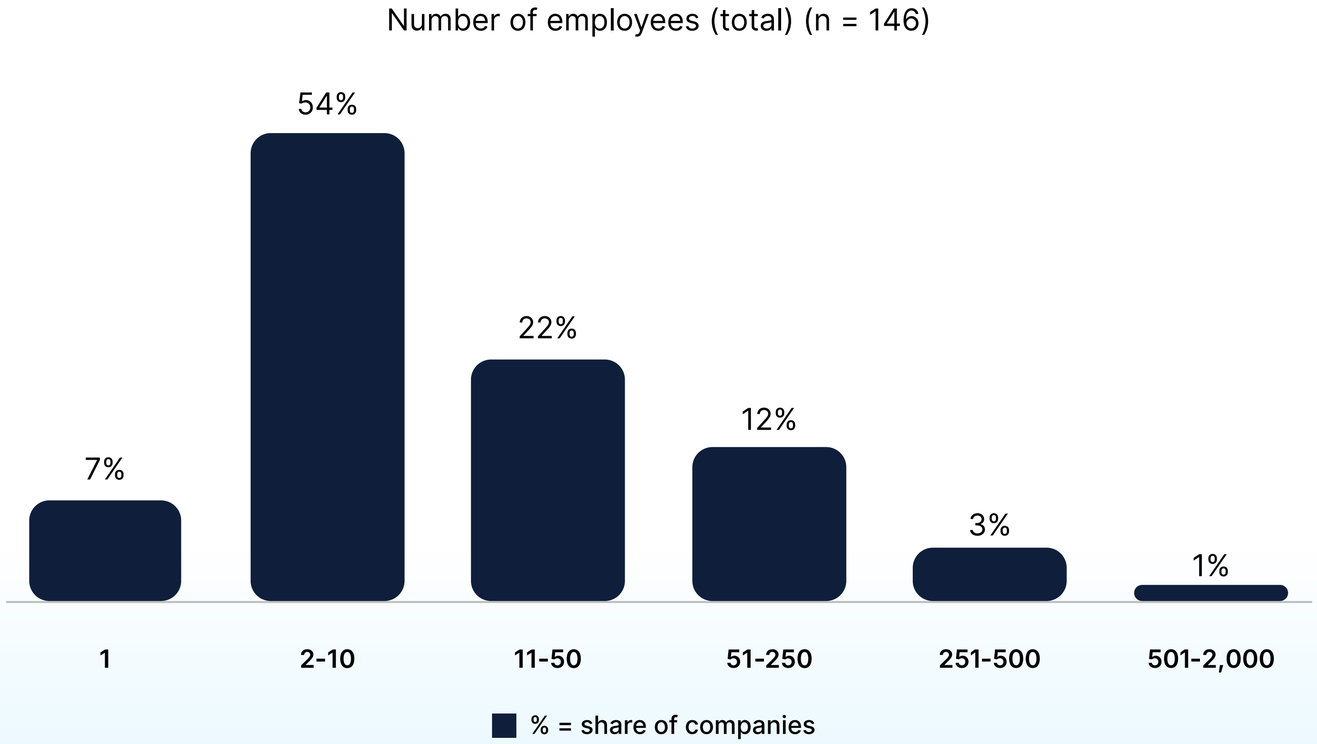
The distribution is heavily weighted towards the smallest companies, with 61% of respondents employing ten people or fewer and only 5% more than 250. Between those two ends the middle is thin – the same missing middle layer the revenue distribution shows, visible here in employment.

Against the Swiss sports economy (97,000 FTE, BFS/STATENT 2017), the sector accounts for roughly 15–20% of sports-economy employment. Measured against the growth the surveyed companies report and the outlook they give for the coming years, that share is more likely to rise than to hold.

Measurement basis

Only employment in Switzerland is counted, and only the share attributable to sportstech – which matters for the many companies active in several sectors. Sector totals are extrapolated from the survey responses, with the largest companies researched individually. Full detail in the methodology chapter.

~17,000 sportstech FTE in Switzerland



Source: SportsTech Switzerland analysis, based on survey data, and BFS/STATENT 2017 for the Swiss sports economy.

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03 Distribution into Market Segments

257	140	114
MASS PARTICIPATION & ACTIVE LIVING	PROFESSIONAL & ELITE SPORT	BUSINESS OF SPORT & ENTERTAINMENT

Companies per segment. A company is counted in each segment it serves, so the three figures total 511 across the 402 companies mapped.

Insights

The market segments application classification records who a company serves. Following the ASTN framework, each of the 402 mapped companies is assigned to one or more of three markets, and to the subcategories within them, based on its products and customers. Companies serving several markets are counted in each, so the market application figures exceed the number of companies.

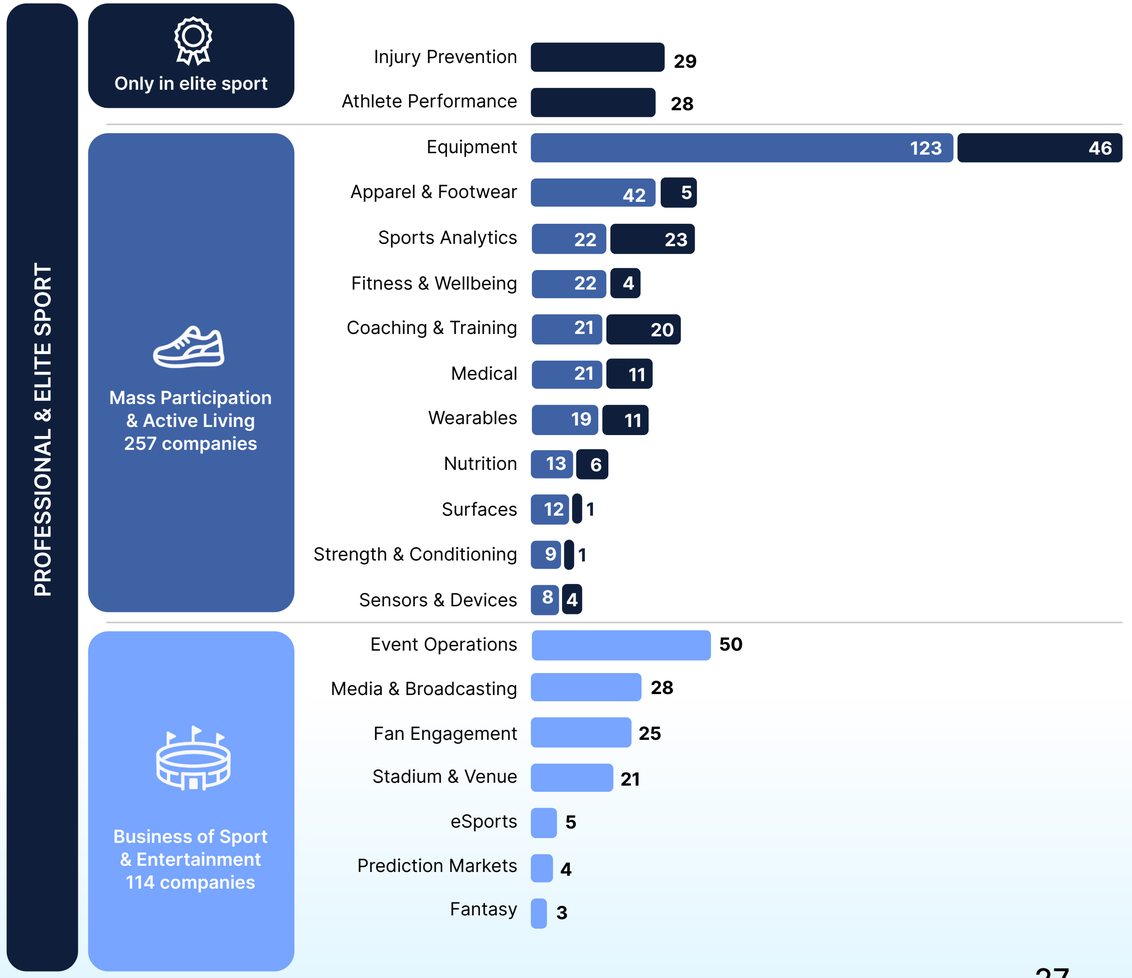
Mass participation is the broadest of the three markets, served by more than twice as many companies as the business of sport. Elite sport operates as a layer across the other two, with 90 of its 140 companies also selling into mass participation or the business of sport, while 50 serve elite sport alone.

Physical products dominate the distribution. Equipment is the largest single subcategory, with 123 companies in mass participation and a further 46 serving elite sport, and together with Apparel & Footwear it accounts for about half of all mass participation entries. This follows the capabilities upstream of sport: composite and textile engineering, precision mechanics, sensor integration and medical grade measurement.

Digital subcategories remain moderate in scale. Sports analytics reaches 45 companies across both markets. Digital models depend on media rights, audience scale and distribution reach, which are concentrated in larger markets, so Swiss activity is currently weighted towards hardware and materials.

COMPANIES BY SUBCATEGORY

402 companies mapped; a company is counted in each segment it serves

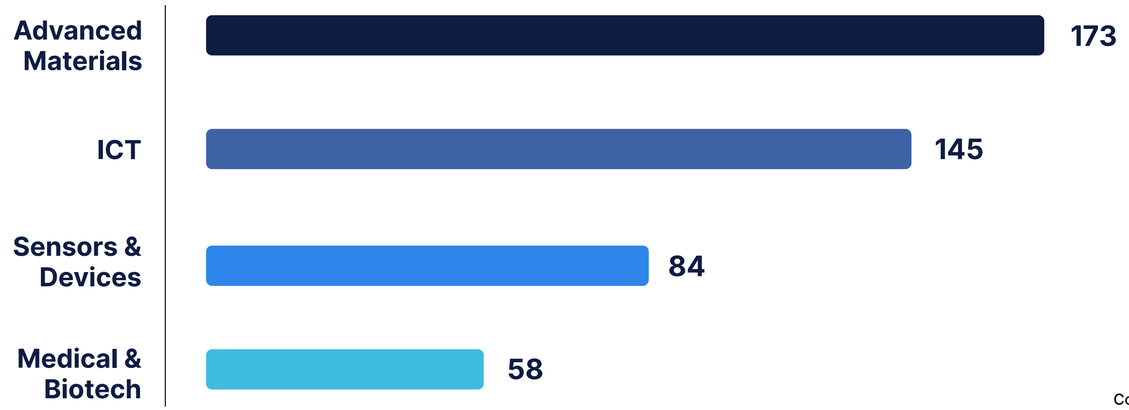


Source: SportsTech Switzerland analysis, based on ASTN framework and company mapping.

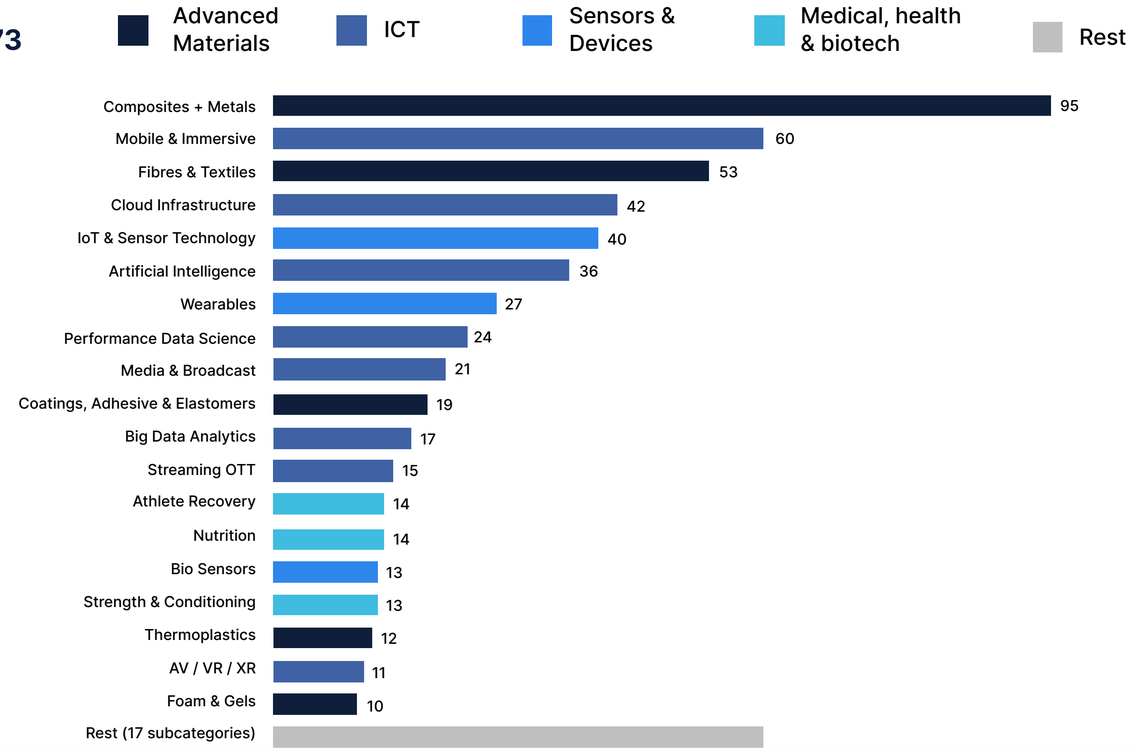
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03 Distribution into Technology Stack

Companies per technology domain



Companies per subcategory



Insights

The technology stack records what a product or service is built on, independently of the market it serves. A company is classified by the technology layers its offering relies on, so firms combining materials, sensors, software or data appear in more than one subcategory; the 596 subcategory assignments across 402 companies reflect this.

The distribution confirms what the market categories already indicate, namely that Swiss sportstech is oriented towards physical products and high-tech product development. Advanced materials is the largest domain with 173 companies, and composites and metals, fibres and textiles, and coatings and elastomers rank among the leading subcategories.

Digital and health technologies are present but currently less central. Information and communications technologies reach 145 companies, yet no single digital subcategory matches the leading material fields.

INSIDE THE REST BAR, COMPANIES MAPPED

Robotics	9	Cognition & Psychology	4	Fantasy	1
Blockchain	8	Video	4	Chronic Health	0
Medical & Diagnostics	7	At-Home Connected Fitness	3	Natural Language Processing	0
Nano Materials	6	Social Media	3	Privacy & Cyber Security	0
Biomechanics	5	Video & Game Development	3	Remote 5G & Broadband	0
mHealth	5	Digital Twins	2		

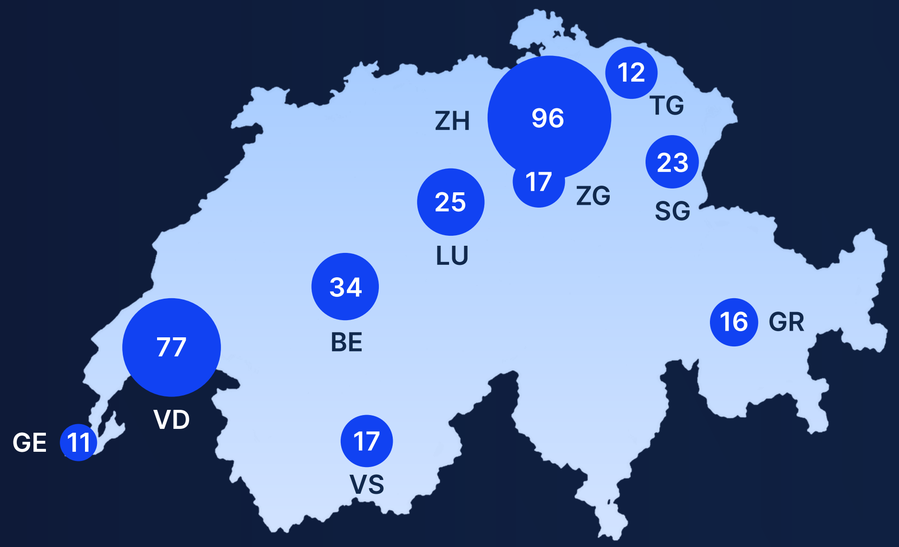
Zero indicates a subcategory defined in the framework with no Swiss company recorded.

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Source: SportsTech Switzerland analysis, based on ASTN framework and company mapping.

03 | Geographic Distribution of Swiss sportstech Companies

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Companies by canton of headquarters

Canton	Companies	Canton	Companies
ZH Zurich	96	SZ Schwyz	8
VD Vaud	77	TI Ticino	7
BE Bern	34	BS Basel-Stadt	6
LU Lucerne	25	SH Schaffhausen	6
SG St. Gallen	23	NE Neuchâtel	4
VS Valais	17	BL Basel-Land	3
ZG Zug	17	GL Glarus	3
GR Grisons	16	OW Obwalden	3
TG Thurgau	12	AI Appenzell I.	2
GE Geneva	11	AR Appenzell A.	2
AG Aargau	9	NW Nidwalden	2
SO Solothurn	9	JU Jura	1
FR Fribourg	8	UR Uri	1

Total 402 companies across 26 cantons

Companies per canton



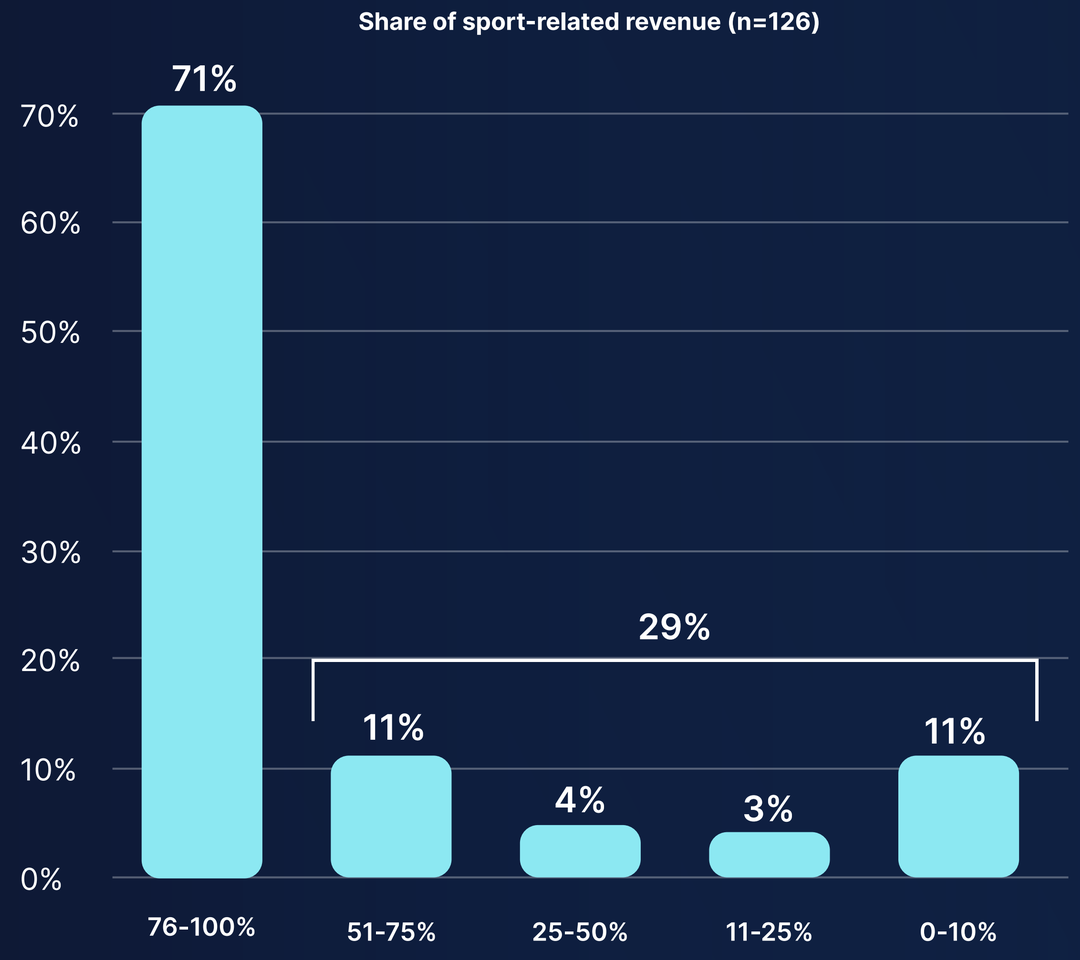
Cantons with fewer than 10 companies are not bubbled; full counts in the table

The companies are spread across the whole country, but three cantons hold about half of them, each with a distinct profile. Zurich is the commercial hub for media, sports data and fan engagement. The canton of Vaud is a research-intensive cluster where start-ups make up a clear majority of its companies, a markedly higher share than the national average, and it has the highest density of medical, wearable and injury-prevention technology, reflecting EPFL, UNIL and the Lausanne federation cluster. Bern is the industrial counterpart: 41% of companies build equipment, for example for cycling, timing and nutrition.

Source: SportsTech Switzerland company mapping.

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03 | Sport-Revenue Gradient



Insights

71% of companies report that 76–100% of their revenue is sport-related. This concentration declines with company size but remains a majority in every size class.

The revenue gradient indicates that sportstech in Switzerland is an operating reality. For more than two thirds of the companies surveyed, sport is the dominant source of revenue, and this holds across every size class, including the larger firms. What has been missing until now is any framework that recognised, classified and tracked this activity. Because these companies file and report under conventional industry classifications, their sport-related revenue has never been aggregated into a visible sector figure. The gradient therefore measures something that is there already, and reframes the policy question from whether a Swiss sportstech sector can be built to how an existing one should be organised, supported and fostered.

At the same time, at least 29% of companies generate revenue outside sport, which substantiates the cross-sector reading of Swiss sportstech. These firms are not marginal cases. They are typically established technology companies whose core competence in materials, sensors, data or medical technology was developed for other markets and subsequently found application in sport, or the reverse. This is the population of hidden sportstech champions, companies publicly recognised for something else entirely, yet contributing a decisive component to the sport world and not infrequently holding a market-leading position in a narrow niche. Any measurement restricted to firms that self-identify as sportstech will systematically understate the sector's true economic footprint. Their diversified revenue base is also a source of resilience, since they are not exposed to a single demand cycle in sport.

Source: SportsTech Switzerland survey. Companies with measurable revenue.

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03 Examples of Companies in Different Markets

Swiss SportsTech Report 2026

Illustrative examples from across the Swiss sportstech ecosystem, selected to reflect the breadth of activities, business models, company profiles and geographic locations represented in the market.
The examples are neither exhaustive nor prioritised, and their inclusion does not constitute a ranking or endorsement. As many companies operate across multiple fields, each is shown under one representative area of activity only.

BUSINESS OF SPORT & ENTERTAINMENT

MEDIA & BROADCASTING

AIM · uniqFEED · KITRIS

STADIUM & VENUE

GEOBRUGG · SWISS TIMING · SIUS

EVENT & LEAGUE OPERATIONS

DATASPORT · WIZ TEAM

FAN ENGAGEMENT

BLOCK SPORT · FANTIUM · fundoo

PREDICTION MARKETS

sportradar

ESPORTS & FANTASY

logitech

PROFESSIONAL & ELITE SPORT

ATHLETE PERFORMANCE

CORE · myotest · DARTFISH

INJURY PREVENTION

BEARMIND · VDx · STORZ MEDICAL

ELITE EQUIPMENT

HUMBEL Gear Technology · DE MARTIN HIGHTECH SURFACES · BLEIKER OF SWITZERLAND SPORTGEWEHRE / SPORTING RIFLES

MASS PARTICIPATION & ACTIVE LIVING

FITNESS & WELLBEING

Breeze Labs · Equip sport · MUUVR

COACHING & TRAINING

AZUM · coachbetter · R

NUTRITION

SPONSER SPORT FOOD · Lee-Sport SHAPE - HEALTH - PERFORMANCE · TUUS

SURFACES & FACILITIES

CONICA SPORTS FLOORING · Glice Swiss Eco Rink Technology · Hello ALLEGRA

SPORTS EQUIPMENT

BMC · alder + eisenhut · STÖCKLI

APPAREL & FOOTWEAR

odlo · HEIQ · X-BIONIC

Illustrative selection only. Many companies work across several categories, so each placement shows one main area of activity and is not exclusive. The purpose of this page is to illustrate the diversity of the Swiss SportsTech market. It is not a ranking or a market assessment. Source: SportsTech Switzerland company mapping.

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Swiss sportstech companies by category (1/4)

Business of Sports and Entertainment

Company	What they do	Location	Canton
Media & Broadcasting			
Capturing, producing and distributing live and on-demand sports content: camera hardware, cloud streaming, production and graphics.			
AIM Sport Vision AG	Develops patented Digital Overlay technology for virtual advertising in sports TV broadcasts.	Lucerne	LU
uniqFEED	Develops AI-based virtual advertising for live sports broadcasts.	Zurich	ZH
KITRIS Sports AG	Develops livestream, live-scoring and video-analysis solutions for youth, school, recreational and elite sport.	Dürnten	ZH
Stadium & Venue			
Development, design and operation of stadiums and sports facilities: competition management, ticketing, fan activation, surfaces, lighting.			
Geobrugg	Manufactures high-security race-track fencing for Formula 1.	Romanshorn	TG
Swiss Timing	World-leading provider of sports timing technology, part of the Swatch Group, with over 40 years of expertise.	Corgémont	BE
SIUS AG	World market leader in electronic target systems for shooting sports and official ISSF results provider.	Effretikon	ZH
Management & Event Organisation			
Managing federations, leagues and events: registration, ticketing, competition and fixture management, timing systems.			
Datasport AG	Market leader in timing and results management for Swiss running and endurance sport, with over 1,000 events per year.	Obergerlafingen	SO
Technis	Operates a real-time data-analytics platform for sporting events.	Lausanne	VD
Wiz-Team	Provides event-management software for major events such as the Olympic Games and Commonwealth Games.	Lausanne	VD
Fan Engagement			
Platforms used by rights holders to increase fan engagement: content distribution, personalised content, data and news.			
Blocksport	Develops Web3 and blockchain-based fan apps and fan tokens for sports clubs worldwide.	Zug	ZG
FANtium	Enables fans to invest directly in athletes via a Web3 platform.	Zug	ZG
Fundoo	Digital platform that supports clubs, schools, and organizations in organizing sponsored runs and fundraising campaigns.	St. Gallen	SG

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Source: SportsTech Switzerland company mapping, based on public company information. Illustrative cross-section; no ranking or market assessment is implied.

03 Swiss sportstech companies by category (2/4)

Swiss SportsTech Report 2026

Business of Sports and Entertainment (continued) and Professional & Elite Sport

Company	What they do	Location	Canton
Prediction Markets			
Capture and distribution of sports data to improve fan engagement through broadcasting, fantasy and betting markets.			
Sportradar	Global market leader in the capture and distribution of sports and betting data, listed on NASDAQ.	St. Gallen	SG
E-Sports & Fantasy			
Development and publishing of multiplayer video games and organised esports competitions, plus virtual fantasy leagues.			
Logitech	World's largest maker of gaming peripherals and official partner of numerous esports teams.	Lausanne	VD

PROFESSIONAL & ELITE SPORT

Athlete Performance			
Monitoring, assessing and improving the performance of elite athletes and teams: biomechanics, tactics, in-game data analytics.			
greenTEG (Core)	Develops a precise wearable core-body-temperature sensor for athletes.	Rümlang	ZH
Dartfish	Pioneer in video analysis and performance software for coaches, federations and Olympic teams worldwide.	Fribourg	FR
Myotest	Manufactures portable biomechanical measurement devices for sports federations and professional teams.	Sion	VS
Injury Prevention			
Reducing injury risk and supporting recovery: protective wear, injury-risk profiling, concussion assessment.			
Bearmind	EPFL spin-off developing smart helmet sensors.	Lausanne	VD
VitalizedX	Provides biometric intelligence for athletes through saliva diagnostics and biomarker analytics.	Epalinges	VD
Storz Medical AG	World market leader in shockwave therapy, a standard treatment for sports injuries such as tendinopathy.	Tägerwilen	TG
Sports Equipment			
Equipment used by professional athletes in performing their profession.			
Bleiker Precision Engineering AG	Swiss manufacturer of precision sport rifles for elite shooters.	Bütschwil	SG
De Martin AG	Produces high-performance surface coatings, including for Formula 1.	Wängi	TG
Humbel Gear Technology	Swiss precision gear and drivetrain technology specialist, active in motorsport applications.	Kradolf	TG

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Source: SportsTech Switzerland company mapping, based on public company information. Illustrative cross-section; no ranking or market assessment is implied.

03 Swiss sportstech companies by category (3/4)

Swiss SportsTech Report 2026

Mass Participation & Active Living

Company	What they do	Location	Canton
Fitness & Wellbeing			
Measuring and improving physical fitness and emotional wellbeing of amateur athletes and the general population.			
BreezeLabs	Measures athletes' breathing rate via standard headphones.	Zurich	ZH
Equip Sport	Operates self-service lockers for renting premium sports equipment.	Rolle	VD
MUUVR	Offers a free fitness app that converts activity across all sports into redeemable rewards.	Zurich	ZH
Coaching & Training			
Improving the knowledge, technical performance and tactics of aspiring athletes and amateur teams: video-based training platforms.			
Azum	Provides a coaching platform for maximum efficiency in training and nutrition.	Zurich	ZH
coachbetter	Operates a digital coaching platform for coaches and sports federations.	Frauenfeld	TG
Running.Coach (Quevita AG)	Offers AI-driven, personalised running training plans via app.	Olten	SO
Nutrition			
Off-the-shelf and personalised nutrition supplements and drinks for the mass participation market.			
LeeGroup GmbH (Lee-Sport)	Swiss producer of protein-rich sports nutrition and supplements under the Lee-Sport brand.	Rothenburg	LU
Sponser	Develops and distributes sports nutrition for professional and amateur athletes.	Wollerau	SZ
TUUS Solutions SARL	EPFL spin-off with a plant-based hydrogel platform for next-generation energy gels.	Lausanne	VD

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Source: SportsTech Switzerland company mapping, based on public company information. Illustrative cross-section, not a ranking or a market assessment.

03 Swiss sportstech companies by category (4/4)

Mass Participation & Active Living (continued)

Company	What they do	Location	Canton
Surfaces & Facilities			
Solutions for mass-participation fields, pitches and tracks: synthetic surfaces, composites, artificial turf.			
CONICA AG	World market leader in high-performance sports surfaces such as running tracks and artificial turf.	Schaffhausen	SH
Glice	Manufactures water- and electricity-free synthetic ice rinks.	Luzern	LU
ALLEGRA Intl. AG	Develops mountain-bike and hiking trails, including NOMAD sensors for trail-frequency monitoring.	Pontresina	GR
Sports Equipment			
Equipment used by the mass market in amateur or social sport: bats, balls, fitness equipment, playgrounds.			
BMC Switzerland AG	Builds premium road bikes, mountain bikes and e-bikes for UCI WorldTour teams.	Grenchen	SO
Alder + Eisenhut AG	Swiss market leader in gymnasium equipment and facility fit-out since 1891.	Ebnat-Kappel	SG
Stöckli AG	Swiss manufacturer of premium skis, snowboards and e-bikes, hand-made in Switzerland since 1935.	Malters	LU
Apparel & Footwear			
Performance and protective apparel and footwear used by the mass market in amateur or social sport.			
Odlo	Swiss manufacturer of base layers and outdoor apparel since 1946.	Hünenberg	ZG
HeiQ Materials AG	ETH spin-off developing functional textile technologies for sport and outdoor use.	Schlieren	ZH
X-Bionic	Develops sportswear with complex structures for body thermoregulation.	Wollerau	SZ

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Source: SportsTech Switzerland company mapping, based on public company information. Illustrative cross-section, not a ranking or a market assessment.

03 Ecosystem Overview: Switzerland's Sport, Research & Innovation Landscape

Alongside the 402 sportstech companies, Switzerland has an institutional layer of federations, universities, test centres and innovation agencies. These are not sportstech companies themselves – they accelerate what companies can do, supplying research capability, testing environments, funding and access to the sport system. The list is not exhaustive. Organisations were included where they have a structural, institutionalised role in sport innovation or technology – through recurring, concrete projects with sports organisations or a dedicated entry point for sportstech topics – rather than a single one-off initiative. Four categories make up this layer, each included on defined criteria.



Lausanne & Léman region

EPFL · Unil. · CHUV · HESAV · HEIG-VD Haute École d'Ingénierie et de Gestion du Canton de Vaud · aists · Olympism 365 Innovation Hub · think sport · Lausanne Sport Innovation Hub (under construction)

CATEGORIES AND INCLUSION CRITERIA

Sport organisations & federations

Included where: Runs an institutionalised innovation or technology function with its own entry point.

FIFA · Zürich
UEFA · Nyon
Swiss Olympic Innovation Hub · Ittigen
Olympism 365 Innovation Hub · Lausanne

Academic & research partners

Included where: Sport–technology research, development or transfer as an established activity or named unit.

EPFL · Lausanne
UNIL · Lausanne
University of Basel · Basel
University of Bern · Bern
BFH · Bern
FHGR · CHUR
HESAV · Lausanne
CHUV · Lausanne
CSEM · Neuchâtel
AISTS · Lausanne
SMART MOVE · Lausanne
OST Sports Lab · Lausanne
FHNW · Brugg-Windisch
HEIG-VD · Yverdon-les-Bains
EHSM / BASPO · Magglingen
ETH Zürich · Zürich
ZHAW · Zürich

Hubs, test centres & infrastructure

Included where: Offers physical testing, development or performance facilities open to third parties.

OYM · Cham
SPARK · Sion
InnHub La Punt · La Punt (under construction)
Lausanne Sport Innovation Hub · Lausanne (under construction)

Innovation promotion & ecosystem

Included where: Mandate covers connecting sport with start-ups, industry or research.

ThinkSport · Lausanne
be-advanced · Bern
ITZ · Central Switzerland
SMART Confluence · Sion
Impulse Summit · St. Gallen

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Source: SportsTech Switzerland ecosystem mapping; logos shown where available.

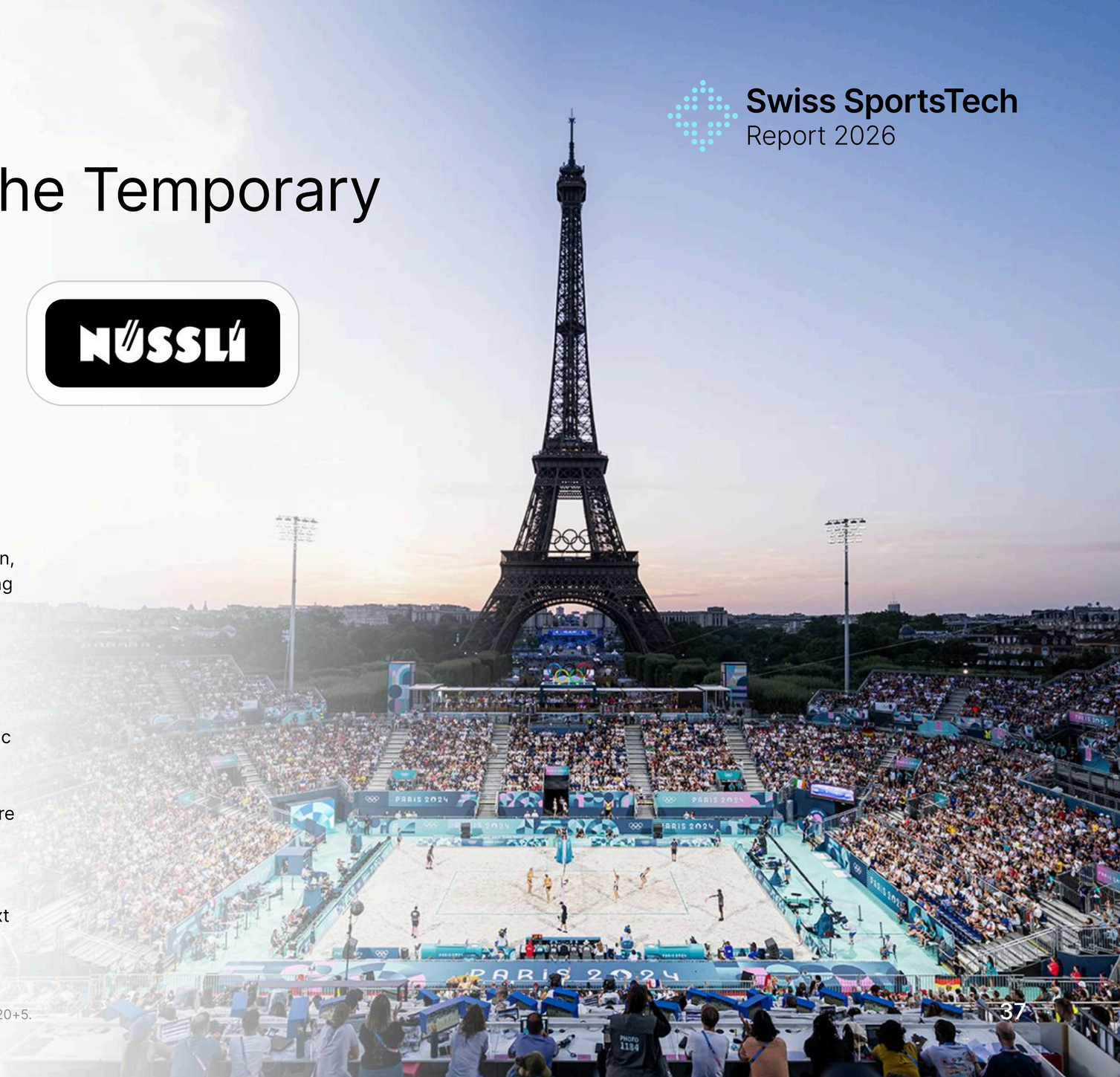
03 Case Study: NÜSSLI – Building the Temporary

A construction group in Thurgau, classified under building and civil engineering, whose specialist capability exists because of sport.

In the hills above Livigno, a 60-metre steel structure rose in time for the Milano Cortina 2026 Winter Games – the tallest Big Air ski jump ever built for an Olympic competition. It came down again within weeks of the closing ceremony.

The company behind it, NÜSSLI, is not a name most spectators would recognise, and that is close to the point. Founded in 1941 as a carpentry workshop in Hüttwilen, in the canton of Thurgau, the family-owned group has grown into the world's leading builder of temporary structures for sport, culture and business events. Since 1964, NÜSSLI has built infrastructure at 18 editions of the Olympic Games, summer and winter, alongside Formula 1 circuits, the Eidgenössisches Schwing- und Älplerfest, and World Expos.

That track record has become newly relevant. The IOC's strategic roadmap, Olympic Agenda 2020+5, commits the movement, to reducing the cost and environmental footprint of hosting the Games by maximising the use of existing and temporary venues in place of new permanent construction. Milano Cortina 2026 delivered more than 90% of its competition venues as existing or temporary structures. NÜSSLI's business has been built around exactly that logic for six decades before it became official IOC policy, converting a city's short-term hosting need into a rental transaction, then disassembling, inspecting and redeploying the material at the next project.



Source: SportsTech Switzerland analysis, based on NÜSSLI company information and IOC Olympic Agenda 2020+5.

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03 Case Study: NÜSSLI – Building the Temporary

Livigno was not the company's only Milano Cortina site. In Antholz-Anterselva, NÜSSLI supplied the spectator grandstands for the Olympic biathlon competitions. Two years earlier, at Paris 2024, NÜSSLI worked on six Olympic competition venues plus the International Broadcast Centre. On the Champ de Mars, at the foot of the Eiffel Tower, the company built the beach volleyball stadium, the hardest part being the logistics of building on one of the busiest sites in central Paris.

On the Champs-Élysées, it built and clad in wood the Games' official merchandise store, coordinating construction on one of the world's most heavily trafficked streets. Just outside the city, it extended the Stade Yves-du-Manoir, main arena of the 1924 Games and, a century later, the venue for Olympic hockey. At London 2012, NÜSSLI built BMW's pavilion on piles over a waterway inside the Olympic Park, completing a structure with a working waterfall façade in three and a half months.

What connects these projects is a capability that only a handful of firms worldwide can deliver at Olympic scale, namely extreme-condition engineering under a deadline that cannot move, built from modular systems designed to be assembled, used and returned to a material pool for the next event. NÜSSLI calls it temporary construction. In practice, it is the physical infrastructure without which modern Games, built on the promise of sustainability and zero permanent waste, could not be delivered as they are today.

18
editions of the Olympic Games since 1964

60 m
tallest Olympic Big Air jump, 2026

6
Olympic venues at Paris 2024

1941
founded in Hüttwilen, Thurgau

> 90%
of Milano Cortina venues existing or temporary

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Source: SportsTech Switzerland analysis, based on NÜSSLI company information and IOC Olympic Agenda 2020+5.

04 Growth & Deals



“The global sports industry is one of the fastest-growing markets in the world. Switzerland must ensure it plays an active part in this growth and that sport gains recognition both as an asset class for investment and as a serious economic sector in its own right. Potential 2038 Olympic Games could provide the decisive boost needed to unlock this potential.”

Michael Hartweg, sportstech Investor and business representative "Switzerland 2038“

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04 Key Growth & Deals Insights

Swiss sportstech is growing and expects further growth: 69% of companies with measurable revenue report growth over the past two years, and **88%** expect revenue to increase over the next two. This is consistent with broader global momentum, where sport is expanding and technology-led revenue streams are increasingly important growth drivers.

International expansion is a necessity for most business models, not a choice: 43% of surveyed companies already generate more than half of their sport-related revenue outside Switzerland, while only **18%** operate exclusively in the domestic market. For many Swiss sportstech business models, access to international markets is necessary because the domestic market alone is too small to support meaningful scale.

The sector shows a clear "missing middle": three quarters of surveyed companies generate less than **CHF 1m** in sport-related revenue, while a relatively small number of larger firms account for most of the sector's economic weight. The challenge lies in helping more companies move through the first scaling phase.

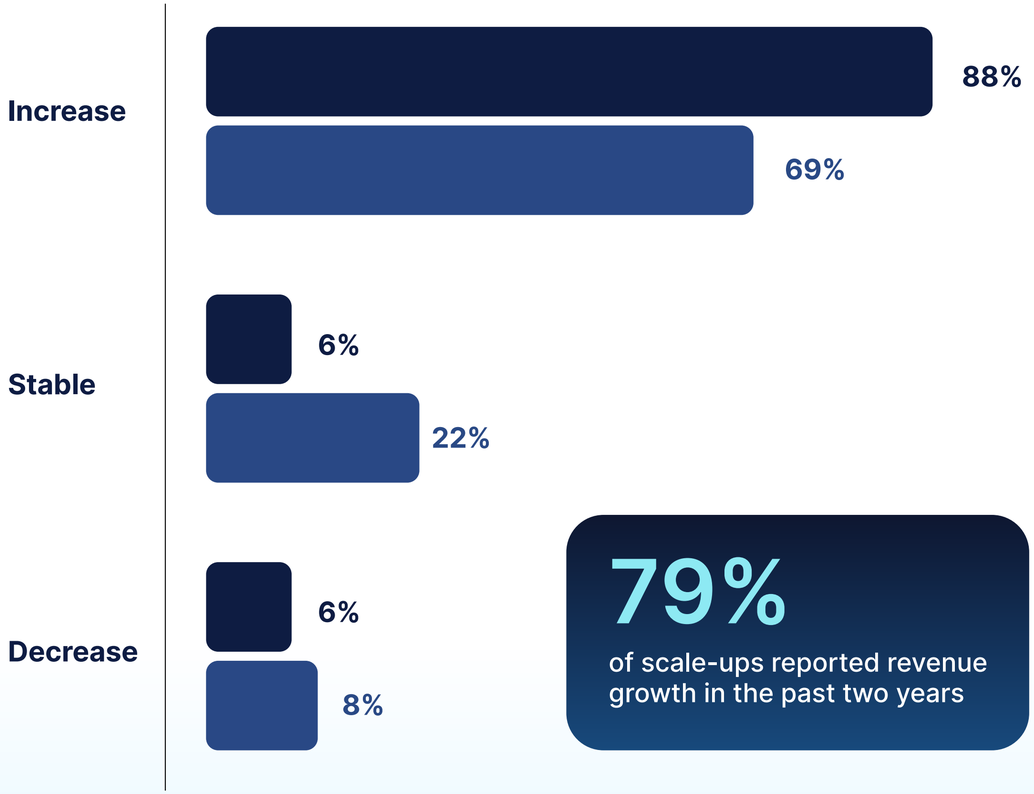
Capital is the single most important support need, especially at the growth stage: 58% of respondents place capital and financing in their top three external support needs, more than any other category. The deal data points in the same direction: Swiss investors appear in roughly **half of observed deals by count,** but account for only around **12%** of disclosed transaction volume, indicating that larger rounds are disproportionately financed from abroad.

The key challenge is connecting technology to market: alongside capital, companies most frequently cite **commercialisation (53%), pilot projects (47%) and visibility/marketing (46%)** as support needs, while product development ranks much lower. The bottleneck therefore sits in turning technology into commercially scalable business.

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04 Revenue & Growth

Revenue development and outlook, % of companies



Insights

The companies surveyed report growth and expect it to continue. 69% of companies with measurable revenue report growth over the past two years, and 88% expect revenue to increase over the next two. This level of optimism is consistent with broader global momentum. PwC's Global Sports Survey reports that sports industry executives worldwide expect 7.4% annual market growth over the next three to five years, with technology-driven revenue streams identified as a primary driver. Swiss sportstech companies are not outliers in their confidence. They are part of a global market that is expanding and that increasingly rewards technology-led business models. That confidence spans different entry points into the market. Companies that treat sportstech as their core business and companies that arrived by applying a solution proven in another sector both project growth in sport over the next two years, so the opportunity is recognised well beyond those that started in sport.

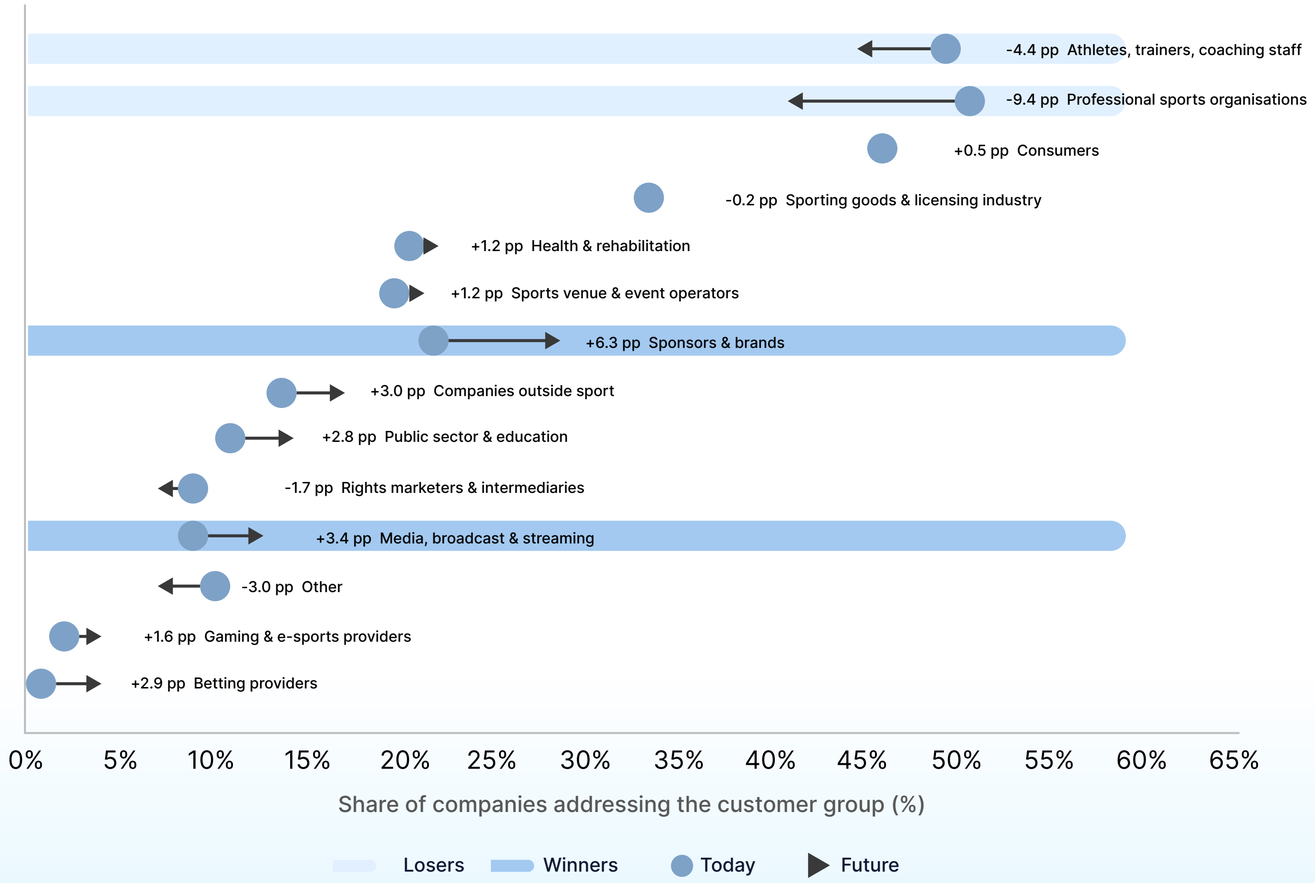
The limited size of the Swiss domestic sports market makes this transition harder than in larger economies, and companies need to look beyond national borders early in their development, before a domestic base is established.

Taken together, the self-reported revenue data points to a sector whose direction is positive and aligned with global market momentum, where the companies that have reached the scale-up stage are growing strongly, but where the structural conditions to help more companies reach that stage are not yet in place.

Source: SportsTech Switzerland survey. Companies with measurable revenue.

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Customer groups: today vs. future (Δ in percentage points)



Insights

The chart shows which customer groups companies say they address today and which they expect to address in future. Professional sport organisations (−9.4 pp) and athletes/trainers (−4.4 pp) decline, while sponsors & brands (+6.3 pp) and media/broadcast (+3.4 pp) increase.

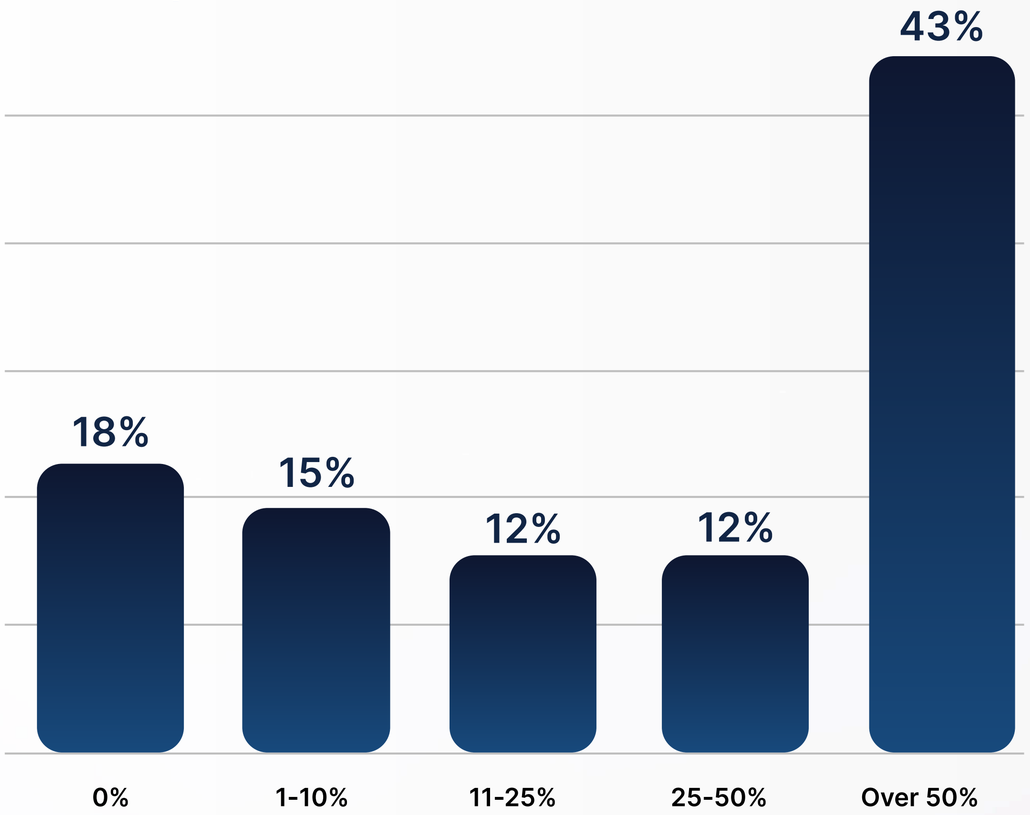
One reading of the movement is a shift from the user towards the payer. Sponsors and brands, media and broadcast, rights marketers, betting and gaming all sit on the revenue side of the same value chain, so athletes and sport organisations may well remain the end users while the paying counterpart becomes the commercial rights holder. On that interpretation the shift describes a change in monetisation logic rather than a judgement about which customer markets are more attractive.

The pattern may also owe something to the structure of the question. The groups that decline are those already addressed by around half of respondents, while those that gain start from small bases, and in a bounded self-assessment high shares have more room to fall than to rise. The customer groups that gain here are also the fastest-growing pools in the global market projections, so future intent may in part track where attention is currently directed rather than demand that has already been secured.

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04 Internationalisation as a Structural Requirement

Revenue share generated outside Switzerland, % of companies (n=117)



Insights

Swiss sportstech is already a predominantly export-oriented sector. 43% of respondents generate more than half of their sport-related revenue outside Switzerland, and only 18% operate exclusively in the domestic market. For the large majority, international revenue is already a present reality.

This is not surprising given the structural constraints of the Swiss sports market. With a population of under 9 million and a domestic sports economy that, while well-organised, offers limited commercial scale for technology providers, most Swiss sportstech business models simply cannot reach meaningful revenue on home turf alone. Accessing international markets is not straightforward. Interviewees across the study describe international sports markets as relationship-driven, with long sales cycles, established incumbent suppliers, and decision-making structures that differ from standard B2B sales. For Swiss companies, this means that a strong product alone is often not sufficient. Commercial traction, reference customers, and established relationships in the target market are required before a meaningful market entry can succeed.

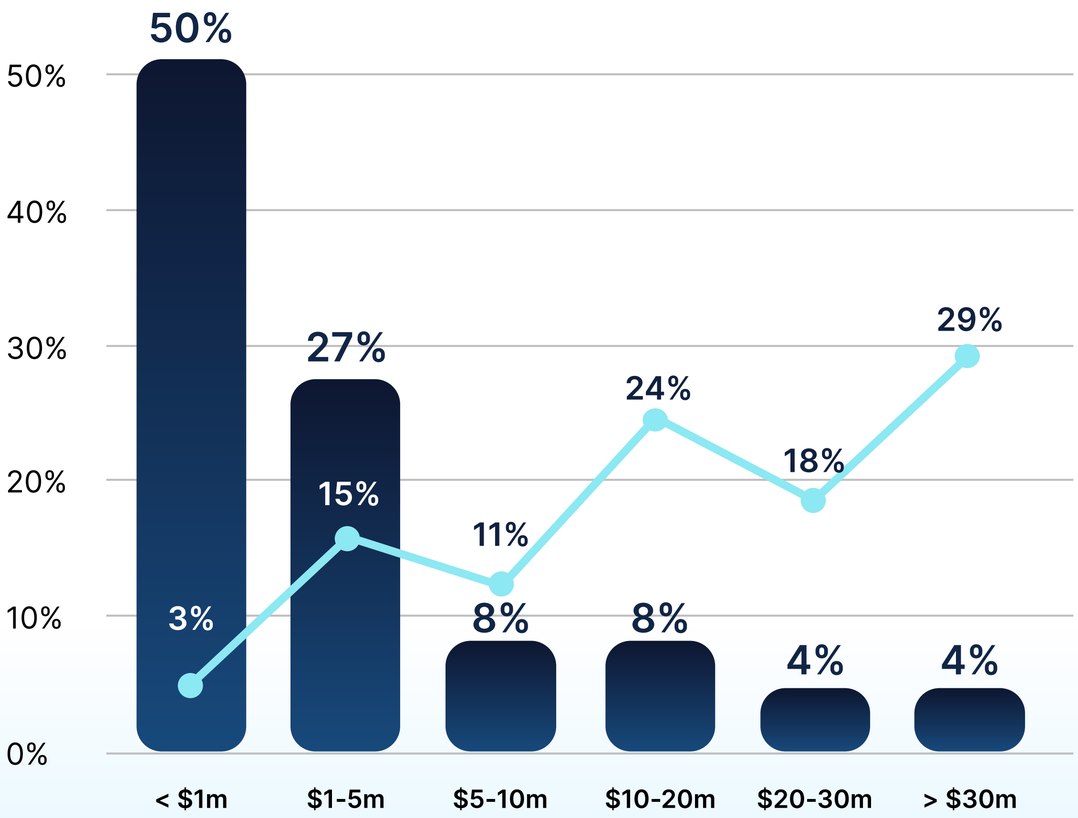
Scaling and internationalisation is ranked among the top-three support needs by 36% of respondents, reflecting the tension between the necessity of international revenue and the difficulty of achieving it. The barriers to successful internationalisation – capital for market entry, access to commercial relationships abroad, and visibility in foreign markets – are some of the areas where the rest of this chapter documents structural gaps.

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04 Deal Volume and Distribution

Deal size distribution in the past 5 years, % of total

Share of transactions Share of disclosed volume



Source: SportsTech Switzerland analysis, based on disclosed transactions with reported deal size

Insights

Excluding IPOs and debt, the dataset spawning from 2021 to 2026 shows roughly USD 50m per year in transaction volume across all deal types and stages. For comparison, Swiss biotech raised about CHF 1.7bn in venture and follow-on financing in 2025 alone. Dealroom identifies sportstech as one of the most underfunded industries in Switzerland.

According to the Peak Report 2026, 56% of all sportstech investors identified globally are based in the US, and 24% in Europe. Europe's activity is driven by clusters and programmes, with little dedicated private capital, and neither Switzerland nor Germany has a national sportstech fund. Australia is the only benchmark country with one, AO Ventures, launched in 2025; Norway identifies the same gap as its most important bottleneck.

Domestically, the distribution shows where the gap sits. The entry point works. Half of observed transactions with disclosed volume fall below USD 1m, predominantly public grants and micro-rounds, so a company seeking its first CHF 50,000–300,000 finds Switzerland's support infrastructure accessible and active.

Above that level, the picture changes. Rounds above USD 5m, where companies need to prove product-market fit and begin scaling, are sparse. These tend to be fragmented across small co-investors, with no committed lead investor bringing sector expertise. This is the funding gap, the transition zone between public-sector support and private growth investment.

The grant ecosystem may reinforce this gap. Several companies received grants from the same sources in consecutive years, suggesting the system keeps companies alive without moving them towards the commercial traction private investors require.

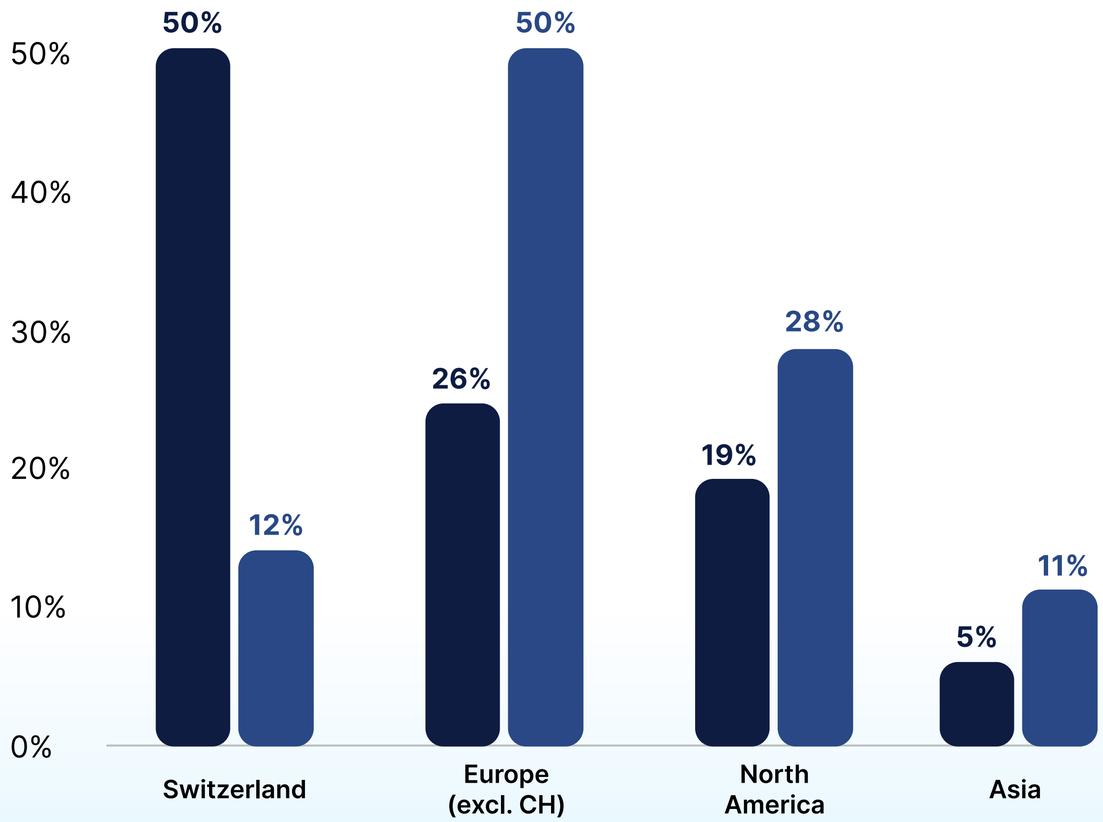
Swiss-origin companies at the top of the market reached global scale through international capital, proof that Swiss sportstech can produce globally competitive companies; whether the domestic market can produce more remains open.

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04 Capital: Where the Money Comes From

Investor origin, % of total

Share of deals **Share of disclosed volume**



Insights

Among transactions where the investor side can be identified, Swiss-based investors participate in the largest share of deals by count, half of all observed transactions. They are present, engaged and willing to back sportstech companies at the earliest stages. But they contribute about 12% of total disclosed volume. The average Swiss-led investment is small: grants, seed rounds, angel tickets. The domestic investor base is active but structurally small-ticket.

The moment a company needs growth capital, the money comes from outside Switzerland. European investors, predominantly from Germany and France, account for half of total disclosed volume despite participating in about a quarter of deals. North American investors contribute a further 28% of volume. On the observed transactions, growth-stage capital in Swiss sportstech is structurally international, arriving from abroad.

This pattern is not unique to sportstech. The Swiss Deep Tech Report 2025 notes that 85% of late-stage venture funding in Swiss deep tech comes from international investors. But in sportstech specifically, the structural challenge runs deeper. Among all identified investors in the observed dataset, not a single one operates as a dedicated sportstech fund. Every Swiss participant, whether public grant body, angel network, or venture firm, is a generalist. By contrast, Australia launched AO Ventures in 2025 as a USD 30m fund dedicated exclusively to sportstech. Norway identifies the establishment of a comparable fund as its single most important recommendation.

The consequences of this structure are visible in how companies exit. Every significant exit observed in the dataset involves a foreign buyer. Swiss capital seeds companies, international capital scales them, and international buyers acquire them. On this evidence, Switzerland functions as a development environment whose scaled output is acquired abroad. This brings liquidity and validates the market, but it also means that the value creation at the growth stage transfers outside the country.

Source: SportsTech Switzerland analysis, based on disclosed transactions. Transactions where the investor side could not be identified are excluded.

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04 Growth Barriers and Support Needs

Insights

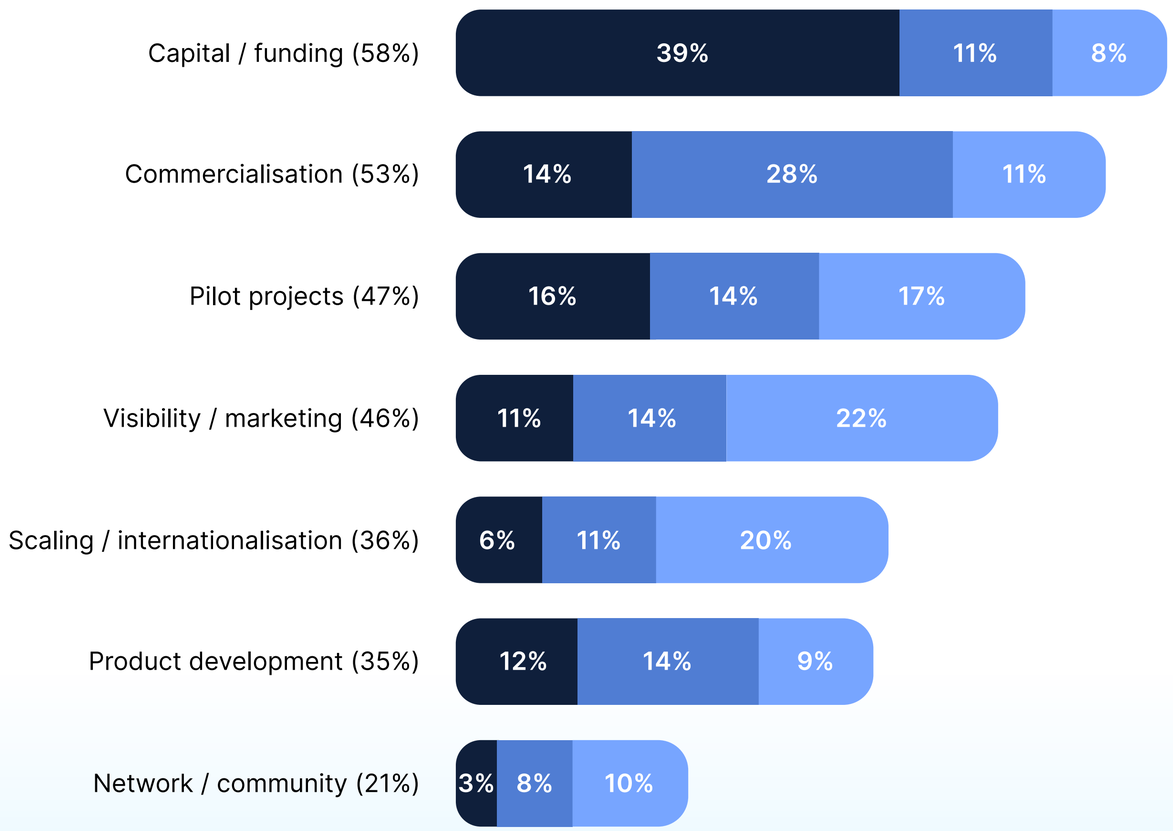
Capital and financing is the most cited support need, placed in the top three by 58% of the 132 companies that answered, followed by commercialisation (53%), pilot projects (47%) and visibility and marketing (46%). Scaling and internationalisation (36%) and product development (35%) form a lower tier, network and community (21%) the bottom. Rank matters too, and capital takes 39% of all first choices, ahead of pilot projects (16%) and commercialisation (14%), while visibility and scaling are named mostly second or third. Capital is the immediate constraint. The other needs are broader in incidence but less urgent.

Product development ranks near the bottom of the tally, notable in a technology-driven sector, and these companies seek help reaching buyers more than help building products. Capital to fund the transition, commercial relationships to reach customers, pilot environments to prove the technology in operational conditions, and market visibility are four expressions of a single constraint – the gap between a working technology and a commercially sustainable business. Network and community sits last at 21%, which understates its role, since commercial relationships, pilot partners, investors and visibility are all reached through networks. Its effect surfaces in the needs ranked above it.

Support needs shift with maturity. Start-ups rank capital first, 54% naming it their single most important need, against 42% of scale-ups and only 17% of SMEs. SMEs move to the commercial end: commercialisation is their most cited need (56%), with visibility close behind (51%) and product development (29%) as their most frequent first choice. Commercialisation is also the one need that stays constant across stages – 52% of start-ups, 52% of scale-ups, 56% of SMEs – making it the sector's most consistent requirement, while capital is the phase-specific one.

Respondents also identify a perception constraint. Sportstech is not yet consistently treated as a serious investment field and is often read as a narrow niche, despite the size of the markets these companies address. That is consistent with the structural findings above, where no dedicated domestic sportstech fund exists and the sector has limited visibility as an investment theme.

External support needs, % of respondents



Source: SportsTech Switzerland survey. Respondents ranking their top three external support needs (n=132).

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04 Case Study: On – Built in Zurich, Scaled in the World

When Olivier Bernhard, a former professional triathlete, began prototyping a new kind of running shoe in 2010, he was trying to solve a personal problem, how to create a shoe that felt like landing on clouds while still delivering a powerful push-off. The solution, a sole built from individually engineered hollow pods that compress on impact and spring back at toe-off, became CloudTec, and it became the foundation of what is today one of Switzerland's most valuable companies.

On was founded in Zurich in 2010 by Bernhard together with Caspar Coppetti and David Allemann. From the start, the company grew almost entirely through word of mouth within the running community, without major advertising. Within three years it had entered the US market. Within a decade it had listed on the New York Stock Exchange. In 2025, On reported revenue of CHF 3.0bn, growth of 30% over the previous year, across more than 90 countries, with 67 owned retail locations and over 5,000 employees. Its market capitalisation has reached approximately USD 14bn.

What makes On relevant as a Swiss sportstech case study is how it got there, as much as its commercial outcome. The company's growth was driven by a proprietary technology developed in Switzerland, validated through elite athletes and the running community, and scaled globally through a premium brand positioning that never abandoned its performance roots. Roger Federer joined as co-entrepreneur in 2019, lending the brand both credibility in tennis and access to a global audience. Since then, On has expanded from footwear into apparel and accessories, from running into outdoor, training and tennis, and from a product company into what it now describes as a full premium sportswear brand.

On also represents the top of the revenue distribution this chapter describes, a single company whose revenue reached CHF 3.0bn, accounting for a substantial share of the entire sector's economic substance. Its success demonstrates what is possible when Swiss engineering, product innovation, and a global go-to-market strategy align. At the same time, On's trajectory was built largely outside the Swiss capital market. Its IPO took place on the NYSE, outside the Swiss capital market, and its early growth was funded by international investors. It is proof that Swiss sportstech can produce globally competitive companies. It is also evidence that when they scale, they tend to do so through international mechanisms, a pattern consistent with what Chapter 4 documents for the sector as a whole.

In 2025, On opened a production facility in Zurich for its LightSpray technology, a manufacturing process that fuses robotics and materials innovation to produce shoes with minimal waste. It is one of the first steps towards bringing production back to Switzerland after years of outsourcing to Asia. Whether that signals a broader trend or remains an exception depends in part on whether the Swiss ecosystem develops the conditions, capital, visibility and coordination, that would make Switzerland attractive for manufacturing and scaling at industrial volume as well as for product development.

CHF 3.0bn
revenue 2025

+30%
growth vs prior year

90+
markets

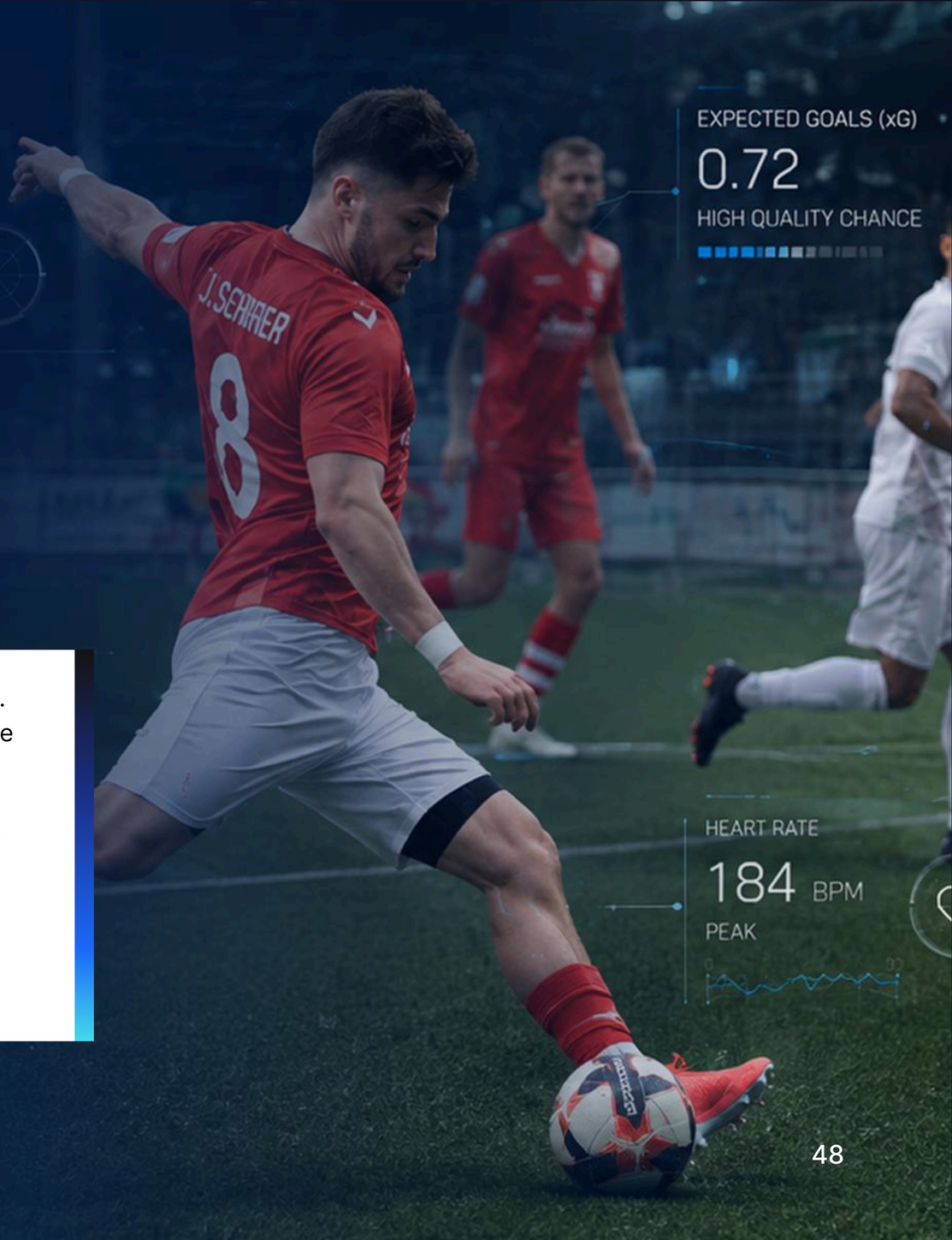
5,000+
employees

~USD 14bn
market capitalisation

Source: SportsTech Switzerland analysis, based on public company information (On Holding AG, full-year 2025 reporting).

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05 International Comparison



"In Swiss football, we still depend on technology and performance data from foreign providers. Yet Switzerland has been ranked the world's most innovative country for the 15th time, with the research, technology, and sporting ecosystem to build its own capabilities. Working with universities and research institutions such as ETH Zurich, we connect scientific and technological expertise with practical needs in football, while keeping a long-term perspective in a rapidly evolving landscape. By combining research, technology data, and practical application, we can strengthen Swiss sportstech, turn data into a strategic asset, and reduce our dependence on foreign providers."

Peter Knäbel, President, Swiss Football Federation

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05 | Key International Comparison Insights

Swiss SportsTech Report 2026



Switzerland’s sector has not yet reached maturity.

Australia places itself in the maturity stage of the ASTN lifecycle framework after thirteen years of organised activity, and Norway describes its 2026 position as comparable to Australia around 2014-2015. Measured against the same framework, this report places Switzerland at the boundary between the development and growth stages, on a broad company base of 402 companies, little consolidation activity, and few investors specialising in the sector. The Swiss sector is wide but institutionally young, and it has never been externally assessed.



The federation concentration is the one structural asset neither benchmark country had.

Roughly 60 international federations and organisations are based in Switzerland, including the IOC, FIFA and UEFA, with Lausanne as the anchor. Australia built its sector on professional domestic leagues and Norway on an elite-performance system; neither had institutional demand of this kind on its doorstep. The commercial conversion remains unproven.



The absence of a dedicated fund leaves the growth-stage gap unaddressed.

All three countries describe the same constraint at the transition from start-up to scale-up, where small grants and early-stage capital are accessible and the larger rounds needed to scale internationally are not. Australia states its gap at roughly USD 3-7m and above and has responded with AO Ventures, a USD 30m dedicated national fund; Norway names the absence of such a fund as its single most important structural gap. Switzerland has no dedicated sportstech fund and no proposal for one. Swiss companies therefore cross the growth stage on capital raised abroad. Both benchmarks attach the same consequence to that, with technology, companies and talent leaving before the domestic market captures their value.

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05 | The Global Market: Size, Growth and Deal Activity



108	44	25	2	2
North America	Europe	APAC & Middle East	South America	Africa

USD 3.7tn

Global sports economy by 2030, from USD 2.3tn in 2025

World Economic Forum

USD 117bn

Total sports deal value Drake Star Global Sports Tech Report 2025, excl. the Netflix - Warner Bros deal

Drake Star Global Sports Tech Report 2025

Insights

The global sports economy is projected to grow from USD 2.3tn in 2025 to USD 3.7tn by 2030, driven by data, content and technology-driven revenue streams. On these projections, sportstech sits in the faster-growing part of an already expanding market.

Global deal activity reflects this momentum. Sports-sector transactions reached USD 117bn across more than 1,000 deals in 2025, against USD 86bn in 2024.

The geographic distribution of the investor base is uneven. Of the 181 investors identified, 56% are headquartered in the United States and 24% in Europe, reflecting the investment-driven nature of the US sports economy and the scale of its professional leagues. Europe leads on a different dimension, holding 63% of all sportstech clusters and networks and 51% of all start-up programmes worldwide. The US builds the sector through capital. Europe builds it through coordination.

Switzerland presents a clear investment gap. Despite its substantial population of sportstech companies, none of the 181 investors identified in the international landscape is headquartered in Switzerland. The Swiss investors active in these companies are generally broad-based investors rather than specialists dedicated to sportstech. Switzerland therefore has a strong company ecosystem, but no visible domestic specialist-investor landscape focused specifically on the sector.

Source: Peak Report 2026, global SportsTech investor ecosystem. 181 investors, of which 179 with an identified city; ASTN Sports Innovation Report 2026.

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05 | Switzerland’s Structural Starting Point

Sportstech benchmark: Switzerland, Australia and Norway



Switzerland

45 companies per million inhabitants
No national organisation
No dedicated fund

Australia

34 companies per million inhabitants
ASTN, since 2012
AO Ventures, USD 30m

Norway

32 companies per million inhabitants*
NST, first report 2026
No dedicated fund

*) Indicative order of magnitude: NST applies a different sportstech definition than ASTN and this report.

Source: SportsTech Switzerland analysis, based on the national SportsTech assessments of the Australian Sports Technologies Network (ASTN) and Norwegian Sports Tech (NST). Company density is an approximation – counting methodologies differ across the three assessments.

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Insights

For comparison, this chapter uses two countries that share several characteristics with Switzerland – Australia and Norway. Both are advanced economies whose international sport performance exceeds their population size. Both have produced systematic assessments of their national sportstech sector, Australia through ASTN since 2012, Norway through NST’s first report in 2026. Together they offer two reference points on the same development path, one mature and one early in its coordination. Australia does not appear among the five most active countries shown earlier, as that ranking counts ecosystem actors rather than sector maturity. Norway also applies a wider sportstech definition than ASTN and this study, so the three sets of figures are not like-for-like.

Switzerland hosts approximately 60 international sports federations and organisations, a concentration of sport governance neither benchmark country has. Australia’s advantage lies instead in its professional domestic leagues, Norway’s in its elite-performance system, Olympiatoppen and close to 29,000 registered grassroots sports organisations.

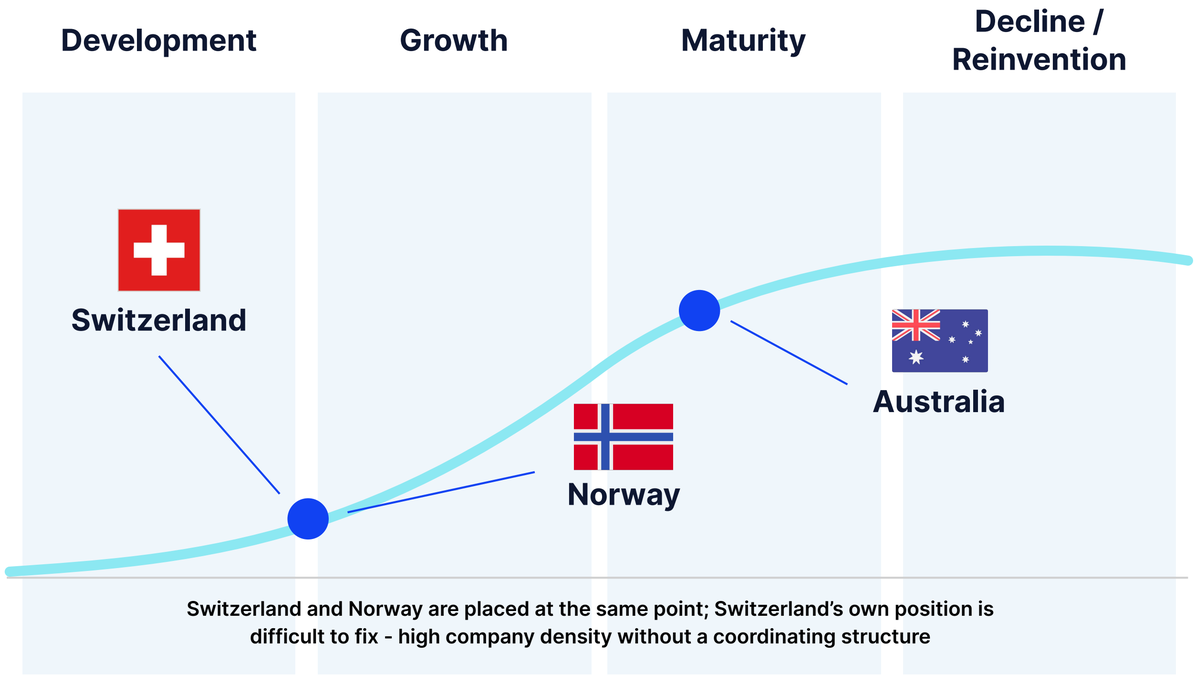
Across all three countries, research strength does not translate cleanly into commercialisation. Norway names the research-to-market bridge as its principal weakness, and Australia’s latest report notes falling R&D investment among large domestic enterprises.

The more significant difference is the coordination gap shown above, where Australia has both a national sportstech organisation and a dedicated investment fund. Neither Switzerland nor Norway has either.

Switzerland shares a small domestic market with Norway, unlike Australia. With under 9 million inhabitants and no comparable adjacent market under the same regulatory conditions, Swiss companies reach export dependence earlier than Australian firms, which can first scale within a market of over 26 million.

05 Side-by-Side Comparison

Sector lifecycle position of the three countries



Development	Growth	Maturity	Decline / Reinvention
Limited digital adoption, sport not yet professionalised	Rapid digital adoption, competitive technology procurement, wearables and analytics widespread	Consolidation, established category leaders, sophisticated investor interest	Market saturation, followed by industry reinvention

Stage definitions follow ASTN's lifecycle framework. Country positions are approximate. Australia's position reflects ASTN's own FY2025 self-assessment. Norway's position reflects NST's own stated comparison to Australia's earlier growth phase. Switzerland's position is this report's own estimate based on company density, investor landscape and market consolidation activity, and has not been independently assessed against this framework.

Insights

ASTN describes the development of a national sportstech sector as a sequence of four stages: an early development stage with limited digital adoption, a growth stage marked by rapid technology adoption and competitive procurement, a maturity stage characterised by consolidation and sophisticated investor interest, and an eventual decline stage that typically leads to industry reinvention.

Australia places itself in the maturity stage as of FY2025, citing a plateau in company numbers, increasing market consolidation, established category leaders, and growing interest from sophisticated investors.

Norway describes its 2026 starting position as comparable to where Australia stood around 2014–2015, a point within Australia's own growth stage and well before the indicators that later defined its maturity. NST does not place Norway on this curve itself, the position shown follows from that comparison.

Switzerland has not been assessed against this framework by any external source. Based on the evidence in this report, its likely position is the same as Norway's, at the development-to-growth boundary, with company density that matches or exceeds both benchmark countries but an investor landscape still concentrated in small, early-stage transactions and no consolidation activity identified in this report. This placement is an estimate.

The comparison points to a feature of Switzerland's starting point rather than to a lag. High density without a coordinating structure does not fit a curve built from countries that developed their coordination and their company base together. Australia's experience shows what became possible once a coordinating body existed to connect that density to capital, visibility and export markets. Whether a similar structure would move Switzerland further along this curve cannot be established from either country's experience. What such a structure could look like in the Swiss context, and who would convene it, is taken up later in this report.

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05 | The Investment Gap



"Switzerland and Lausanne, the Olympic Capital, are home to more than 70 international sports federations and organisations, making us the global epicentre of sports governance. Every federation that chose Switzerland attracted talent, expertise and businesses. Today, our ambition is simple : connect this unique ecosystem with sportstech innovation and world-class research to create the next generation of solutions for global sport. When governance and innovation come together, everyone benefits."

Sebastien Griesmar, Director of Lausanne Olympic Capital Foundation

Australia, Norway and Switzerland describe the same structural pattern at the growth-funding stage, where small grants and early-stage capital are accessible while the larger rounds required to scale internationally are not. What differs between them is where the wall sits, whether it has been measured, and whether any instrument has been built to breach it.

In Switzerland the constraint appears at the transition from start-up to scale-up. Early rounds are numerous but small. The larger rounds that fund international expansion are rare, and the few that occur account for a disproportionate share of total disclosed volume. The deal data points to the gap opening in the mid single-digit millions and extending to around USD 20m, though the disclosed sample is too small to fix a precise threshold.

Australia states its own gap explicitly, at AUD 5–10m and above, roughly USD 3–7m, which falls on the same stretch of the scale. It persists after 13 years of organised sector activity and the launch of AO Ventures, the only dedicated national sportstech fund among the three countries.

Norway names the absence of a dedicated fund as its single most important structural gap, and the establishment of one as its central recommendation. Its description of its own capital landscape applies with similar accuracy to Switzerland, being fragmented and opportunistic, with few investors holding segment-specific expertise and too small a critical mass of investable companies for generalist investors to prioritise the category.

The consequence Norway describes is that technology is exported early, sold to foreign acquirers, or stalls at prototype stage. The Swiss evidence is consistent with this. The significant exits recorded in Chapter 4 went to foreign buyers, though foreign exits are common for companies in small open economies and do not establish underfunding on their own.

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05 | Switzerland Compared to Australia

402
Sportstech companies mapped, Switzerland

924
Sportstech businesses, Australia

~45
Companies per million inhabitants, Switzerland

~34
Companies per million inhabitants, Australia

Market Applications

	Switzerland	Australia	▲ %
Mass Participation & Active Living	50%	38%	+12%
Professional & Elite Sport	28%	28%	0%
Business of Sport & Entertainment	22%	34%	-12%

Technology Stack

	Switzerland	Australia	▲ %
Advanced materials	38%	19%	+19%
Information & communication tech	32%	49%	-17%
Sensors & devices	18%	15%	+3%
Medical, health & biotech	12%	17%	-5%

Insights

The two sectors are built on different technology. Advanced materials account for 38% of Swiss technology classifications against 19% in Australia, while ICT accounts for 49% of Australian classifications against 32% here. Australia's sector is digital, built on software, platforms and data. Switzerland's rests on its engineering and materials base, in federal institutes and university research groups and in established precision-manufacturing companies applying existing capability to sport. Much of that activity is cross-sector and does not present itself as sportstech.

Switzerland also concentrates on mass participation, 50% of classifications against 38%, while Australia leads the business of sport by 12 percentage points. Both devote an identical 28% to professional and elite sport. Swiss sport is organised through a dense club and association system with a large recreational and outdoor market, and the country has no professional domestic leagues of the kind Australia's media, events and fan-engagement companies sell into.

Scale is not the constraint. Switzerland counts roughly 45 sportstech companies per million inhabitants against roughly 34 in Australia, so on a per-capita basis the Swiss sector is not the smaller of the two and the constraint this report identifies is not a shortage of companies. The density figures are approximations, as the two assessments count differently.

What Australia has that Switzerland does not is organisational, namely a national industry body publishing an annual sector census, a dedicated sportstech fund since 2025, and sport-specific accelerator and export programmes. On this evidence the gap between the two ecosystems is one of coordination and visibility, while capability and scale are present in Switzerland.

Notes: Shares are calculated on classification counts, not on companies, so each block sums to 100%: market applications Switzerland 511 counts / Australia 1,304. Technology stack at domain level Switzerland 460 / Australia 1,345. A company may hold several classifications, so a share describes the mix of the sector's classifications rather than the share of companies active in a category. Category definitions are aligned as closely as possible but are not fully identical. Shares are rounded to sum to 100%.
Source: SportsTech Switzerland analysis; ASTN Sports Innovation Report 2026

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05 | Case Study: Lausanne – Switzerland's International Sport Anchor

Insights

Lausanne has been home to the International Olympic Committee since 1915, when Pierre de Coubertin moved the organisation to the city during the First World War. In 1994, to mark the IOC's centenary, President Juan Antonio Samaranch awarded Lausanne the title of Olympic Capital – a designation no other city in the world holds.

Over more than a century, that single decision has compounded. Lausanne and the wider Canton of Vaud now host most of Switzerland's roughly 60 international sports federations and more than 100 sport-related companies. The IOC, the International Volleyball Federation and the Court of Arbitration for Sport sit in Lausanne itself; UEFA is in Nyon, FIBA in Mies, the UCI in Aigle. Many of the other federations share a single address at the Maison du Sport International, which functions as a physical hub for the governance of global sport.

That concentration has practical consequences. Global sport is governed by a small number of bodies that set competition rules, technical standards and technology approvals. Being located among them places Swiss companies, researchers and innovators within reach of the people who make those decisions, of the international networks that surround them, and of pilot environments inside real competition – the setting in which sport technology is most credibly validated.

The city also carries the Olympic Movement's public face and its calendar. The Olympic Museum sits above the lake, the Olympic House opened as the IOC's headquarters in 2019, and Lausanne hosted the Winter Youth Olympic Games in 2020, using venues across the Lake Geneva region and the Swiss Alps. Together they give the region a standing calendar of reasons for the international sport community to travel to Switzerland, and a permanent public presence for the Olympic Movement in the country.

Alongside the institutions sits an unusually strong research and innovation base. UNIL hosts ISSUL, its institute of sport sciences, with more than 120 researchers working in sport-related fields. EPFL, on the same lakeside axis, has produced a series of sportstech spin-offs out of its work in materials, sensing and data. Platforms such as ThinkSport and SmartMove connect the two worlds deliberately, bringing federations, start-ups, researchers and public bodies into shared projects. The result is a local environment in which science, business and sport work together as a matter of routine – a pattern less common elsewhere in Switzerland, where research strength and sport institutions tend to sit further apart.

For Switzerland, Lausanne is the clearest international anchor point in sport and one of the country's most distinctive structural advantages in building a national sportstech profile. Its value to the rest of the country lies in access. It is the one place where Swiss capability can be shown to an international sport audience that is already present.

Lausanne also illustrates this report's central finding. Switzerland already holds a concentration of sport governance, research and innovation assets that few countries can match. What it has not yet done is translate that concentration into a coordinated national sportstech platform of the kind Australia has begun to build. Lausanne demonstrates that the capability exists, in one place, at international level.

1	60+	100+	120+
Olympic Capital (since 1994)	international sports federations	sport-related companies	researchers in sport-related fields

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Sources: SportsTech Switzerland analysis; International Olympic Committee; Canton of Vaud / Maison du Sport International; UNIL (ISSUL); EPFL.

06
Needs and Potential



"Graubünden is one of Switzerland's leading sports hubs, with major sporting events, world class infrastructure and a strong sporting tradition. We support the national ambition to position Switzerland as a leading SportsTech nation. We see clear economic value for our business and tourism location, as well as significant opportunities for Graubünden's SportsTech companies."

Marcus Caduff, Member of the Government Council of the Canton of Graubünden

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06 What the Sector Sees as Its Own Strengths

Insights

Companies and institutions in this space do not describe Switzerland as lacking in substance. The strengths named most consistently across the interview programme are research and engineering quality, proximity to international sport organisations, and a dense network of universities and research partners willing to collaborate.

The survey data is consistent with that account. It shows that 43% of surveyed companies report an active partnership with a sports federation and 32% with a university, and Chapter 1 documented the conditions that make this possible, a concentration of roughly 60 international sports federations unmatched anywhere else and a research base ranked first in the WIPO Global Innovation Index for 15 consecutive years, carried by research and development spending of around CHF 25bn a year. Both accounts, however, come from the same source, companies describing their own environment. Corroboration from the federation and research side would be needed to establish that this access produces commercial work, and this study does not provide it.

Institutional proximity is unevenly distributed. Federation partnerships become more common as companies grow, from 34% of start-ups to 50% of SMEs, and from 9% of pre-revenue companies to 66% of those above CHF 1m, while university and research links are concentrated at the earliest stage (45% of start-ups against 24% of SMEs). Institutional access therefore tracks commercial traction and academic access precedes it, and the two should not be read as one strength. Every strength the sector names also sits upstream of the market: research quality, institutional access, collaborative partners. None is commercial. Customer access, distribution, brand and sales capability in international markets appear nowhere in the sector's own account of what it is good at.

The strengths are real, and this study has quantified the conditions behind them. Why they stop short of the commercial outcomes, growth capital and international visibility documented in Chapters 4 and 5 is the subject of the rest of this chapter.

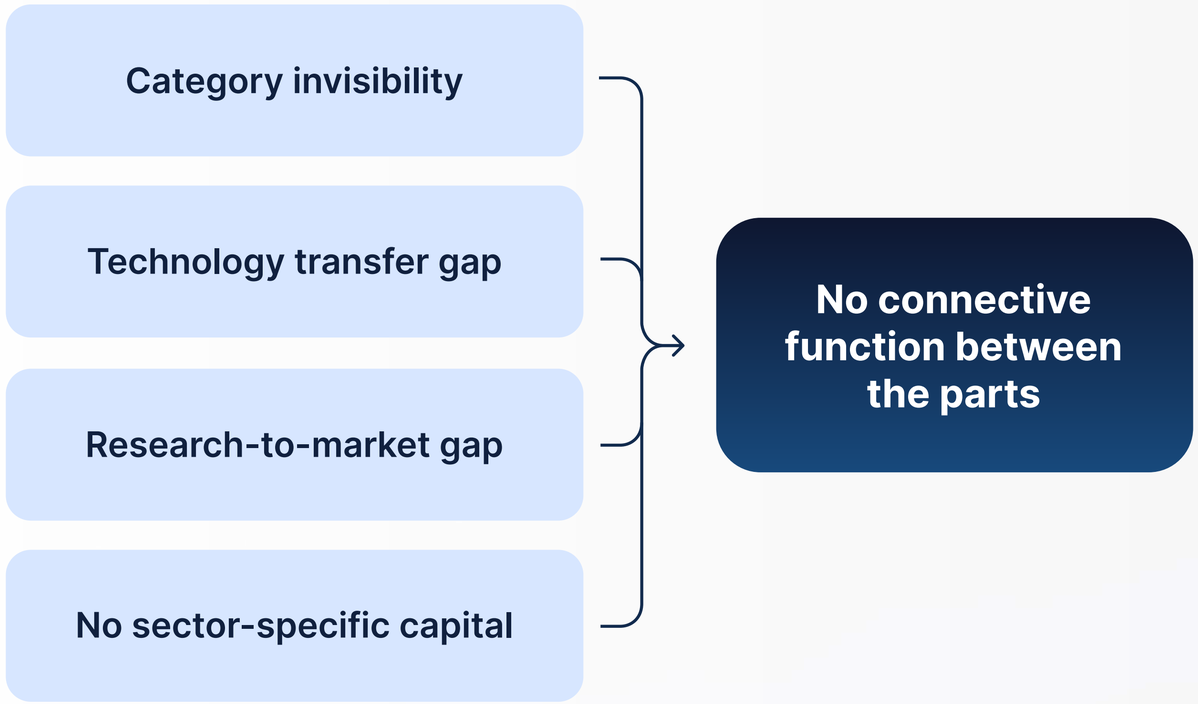
> "Switzerland's strong research and development ecosystem, internationally recognised technology companies, and strength in sport adjacent industries offer significant potential for us as a global organisation. We see a real opportunity to deepen our engagement with this unique ecosystem and explore new avenues for collaboration going forward."
>
> *Bart Prinssen, FIBA, Head of Equipment and Venue Centre*

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Source: SportsTech Switzerland analysis, based on interview programme and survey data; research ranking from WIPO Global Innovation Index.

Where the Sector Sees Its Own Gaps

Four themes, one missing function



Three themes are qualitative, drawn from the interview programme. Capital is the one survey-measured item: 58% of respondents place it in their top three support needs.

Source: SportsTech Switzerland analysis, based on interview programme and survey data. Themes reflect recurring interview statements and are not quantified findings unless indicated otherwise.

Insights

The gaps described across the interview programme sit downstream of the market, where the preceding analysis found the sector's strengths to sit upstream of it. Four themes recur, and they describe one condition from four directions. The pieces of the sector – companies, federations, research institutions and capital – exist, but nothing connects them systematically enough for one side to reliably find the other. These are recurring themes in what interviewees said. Where a survey measure exists, it is identified.

The first is the absence of a shared identity. Interviewees describe sportstech as invisible as a category, domestically and internationally, because no common reference point makes the sector recognisable as a field, even where individual companies are known. The same perception constraint appears in the ranked support needs in Chapter 4.

The second is difficulty finding the right counterpart. Companies describe not knowing which commercial or federation partner is worth approaching. One federation-side interviewee describes the mirror image, not knowing which Swiss companies could address a given need. This is the only observation in this study from the demand side, and it points to the same missing function as the company-side accounts, a way of matching supply to demand.

The third concerns research-to-market transfer. Interviewees describe strong research output that does not reliably reach commercial application in sport, attributing this to the absence of a systematic bridge between research environments and commercial actors. It is the same imbalance identified earlier, seen from the research side.

The fourth is capital. 58% of respondents place capital and financing in their top three support needs, more than any other category, the one theme here with a survey measure behind it. Interviewees characterise the constraint as a shortage of investors with sector-specific interest, an explanation this study reports but does not test.

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06 Convergence of Evidence

The survey shows that capital, commercialisation, pilot projects and visibility are each named as a top-three need by over 45% of respondents, while product development and innovation sit in the lower tier of the ranking. The pattern holds across company sizes, and what changes is the weighting between capital and visibility, both of which recur throughout. Companies describe a bottleneck that sits downstream of the product.

The interviews describe the same bottleneck in concrete, sector-specific language: no shared visibility as a category, fragmented access to the right counterparts, no systematic bridge between research and market, and capital that interviewees report is not yet consistently directed to sportstech as a distinct investment theme. What appears in the survey as a ranked list appears in the interviews as a single connected condition. The pieces exist, but nothing connects them systematically enough for one side to reliably find the other.

The international comparison shows that both benchmark countries name exactly the same gaps in their own founding assessments, and that Australia's 13-year trajectory documents a specific sequence of moves that addressed them: first documentation and organisation, then structured programmes, then dedicated capital, then internationalisation. Norway describes its own starting position as comparable to Australia's around 2014–2015 and models its ambition directly on that sequence. Both countries reached a similar company density to Switzerland's before those steps were taken.



Taken together, the evidence points in one direction:
Across quantitative survey data, qualitative interview evidence and international precedent, the same short list of priorities recurs: visibility as a recognisable category, structured matching between supply and demand, facilitated access to growth-stage capital, and international market activation.

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07
Conclusion and Outlook



"Switzerland has everything it takes to become a global leader in sportstech. But turning this potential into a leading position requires a curated ecosystem, one that connects industry players and technology clusters with people who understand the needs of global sports federations. Someone needs to bridge the worlds of technology and sport and translate between them to create real value for both."

Nicolas Evans, Head of Football Research & Standards , FIFA

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07 Conclusions

This report set out to provide the first systematic measurement of Switzerland's sportstech sector. The findings can be summarised in seven observations.

1. **A measurable sector.** The mapping identified 402 companies across 26 cantons, generating an estimated CHF 8bn in revenue and employing approximately 17,000 FTE in Switzerland. On these estimates the sector is comparable in revenue terms to Swiss biotech – a scale not previously recognised, since no aggregate figure for it existed.

2. **Economic weight is concentrated.** Around 10% of companies generate more than 90% of sector revenue, and several Swiss firms hold market-leading positions internationally. The broad base is commercially early-stage, with three quarters of surveyed companies earning less than CHF 1m in sport-related revenue and a fifth having no revenue yet.

3. **The middle layer is thin.** Between that base and the few large companies, the band of firms past a first growth cycle is sparse in this dataset. It shows in the revenue distribution and again in employment, where around 10% of companies hold roughly a third of the workforce.

4. **Internationalisation is a structural requirement.** 43% of companies earn more than half of their sport-related revenue abroad, and the domestic market appears too small for most of these business models to reach scale on its own. Internationalised companies show stronger results, though this study cannot separate cause from selection.

5. **The funding gap sits at the growth stage.** Observed transaction volume in the disclosed sample averages roughly USD 50m a year, below what comparable Swiss technology sectors attract. Swiss investors appear in the most deals by count but account for only about 12% of disclosed volume, and growth-stage capital comes predominantly from abroad. Taken together, the evidence points to uneven stage coverage, an accessible grant and seed layer alongside limited domestic scale-up capital. No dedicated sportstech fund exists in Switzerland.

6. **The sector is product-led and often cross-sector.** Its centre of gravity is physical: equipment, apparel, materials and increasingly instrumented products, built on capability categories that recur across customer markets beyond sport. Part of the large-company layer consists of diversified industrial firms for which sport is one application among several.

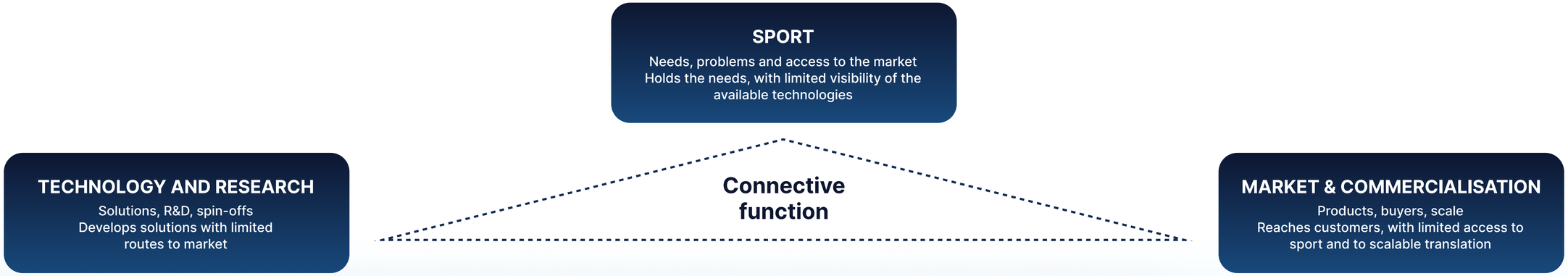
7. **Strengths sit upstream, gaps downstream.** Research quality, federation access and institutional partnerships are dense and real. What is missing is the commercial layer: customer access, distribution, brand and sales capability abroad. Access to sport is also largely members only – technology transfer from industry into sport depends on door-openers and active matching.

07 The Missing Connection

One of the main constraints on Swiss sportstech is that the connective function between the needs of sport, the technologies developed by companies and research, and the market applications that turn them into products remains underdeveloped. The technological and institutional substance is in place.

The gap is primarily a translation gap, and what most needs translating is the business model. Companies and research institutions hold technologies, while the sport system holds the needs, platforms and audiences, and the exchange between them is subject to clear limitations. What remains underdeveloped is the function that turns a capability into a product with a defined buyer, a price and a route to market. Commercialisation is the one support need that stays constant across company stages, while product development ranks well below it.

Translation is required at every level, not only between industry and sport. Interaction between companies remains limited and largely informal, research output reaches the companies that could commercialise it only selectively, and needs voiced within the sport system are seldom specified in terms a developer can build against. Taken together, these limitations point towards a hub reaching all three sides rather than a bridge between two. Capital is treated here as a consequence rather than a fourth party. Private investors tend to follow demonstrated market fit, and the investment gap documented in Chapter 4 is better understood as a symptom of the underdeveloped connection than as its cause.



"Switzerland produces sport technology of exceptional quality. I am in contact with many of the startups behind it, and what they lack is not capability but access, the connective tissue between them and the sport organisations that need what they build. Closing that gap at national level is not a matter of convenience, it is the step that turns Swiss engineering excellence into international market position."

Lukas Gysin, Founder of uniqFEED and Startup Coach at Innosuisse

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07 Potential Actions

The evidence presented in this report supports one overarching action, the establishment of a national sportstech organisation, together with five functions such an organisation would be expected to perform.

1. Establish a national sportstech organisation
A sector-led body operating nationally representing, enabling, and growing the Swiss sportstech ecosystem

2. Matching and coordination
Connecting and further enabling the initiatives that already work. ThinkSport in Vaud, SpArk in Valais, innovation parks or regional networks, each cover part of the value chain. A national coordination layer could extend their reach and impact and would give the sector a single address maintaining the relationship to the regional partner organisations and other stakeholders.

3. Representation of interests
Speak with one voice. A known and central point of contact can create a deeper relation with stakeholders from sports, industry, investors, politics and public authorities. Several hundred companies become one recognised counterparty, opportunities are identified early and the sector has a voice where framework conditions are set.

4. Vertical and horizontal technology transfer
Move technology in both directions. Vertically, research as well as start-up ideas and prototypes are carried towards market fit and scalable products, with testbeds in innovation-minded organisations and events in sports providing validation under real conditions. Horizontally, industrial companies bring proven competencies into sport applications and become sportstech companies themselves. At the same time, they take the insight gained back into their original markets.

5. Use the road to 2038
Turn a decade of rising attention on sports into economic value. A Swiss pathway towards potential Olympic Games 2038, with the 2027 Alpine Ski World Championships and the 2029 Special Olympics World Games along the way, shifts public, political and commercial attention towards sport for ten years. That momentum reaches beyond the events themselves, into athlete development, coaching and performance science, facility and equipment renewal, participation programmes and the federations' own investment plans. The sector benefits most if it is organised before the spending decisions are taken.

6. Attract and develop sportstech funding
Prepare the capital layer for the point at which it pays off. Funding follows demonstrated market fit, so the connection comes first and the instrument can be built as the pipeline matures. Sport bodies elsewhere have done exactly this, with AO Ventures at Tennis Australia and Redrice Ventures at the Lawn Tennis Association. Public instruments can de-risk early validation and reference projects, and the options are worth assessing as the sector develops.

> “For decades, we have developed high-performance sports surfaces in Schaffhausen, Switzerland, for stadiums around the world. Until now, we have mainly done this as a specialized industrial company. By connecting companies like ours more systematically with innovators, research institutions and stakeholders across the sports ecosystem, we believe Switzerland can unlock a new level of innovation in sport.”
>
> *Chirag Shah, CEO Conica AG*

Source: SportsTech Switzerland analysis, based on interview programme and survey data; organisation examples from public information.

08 Methodology

“Imagine our athletes stepping onto the Olympic stage backed not just by talent, but by the full force of a world-leading SportsTech industry and innovation ecosystem. That future, where Swiss technology becomes a genuine competitive edge at the Games, is what truly excites us.”

Ralph Stöckli, Director of Olympic Games Department Swiss Olympic



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Methodology: Definition, Scope and Company Census

Starting point. This report provides the first systematic mapping of the Swiss sportstech sector. No register of that sector existed as sportstech is not a recognised statistical category. The companies active in this sector sit across a range of established industries, and no aggregate figure had previously been published. Any statement about the sector's size, structure and composition therefore required that a company population be constructed first. Building that list was the first step of this study, and the quantitative findings rest on it.

Definition and scope. A company is treated as sportstech where its solution was explicitly or primarily developed for sport, or deliberately adapted for a sport-related application. The test is a genuine sport-specific technological application; sport need not be the company's only or principal market. The population therefore includes both sport-native companies and diversified firms applying capabilities in health, materials, sensors, industrial technology or media to sport. Generic standard solutions merely used in a sport context, and pure service businesses without proprietary technology, products or solutions, are excluded. The two-step inclusion and exclusion test set out in Chapter 2 was applied unchanged at every stage.

Geographic scope. Companies enter the population on the basis of where their sportstech activity and decision-making sit, irrespective of ownership, so a company headquartered in Switzerland with strategic decision-making authority here is in scope even if it is under foreign control. Foreign-controlled companies with substantive Swiss activity – research, development, production or central functions – are also captured, but contribute only their Swiss-attributable revenue or employment. The attribution rules are set out in the methodology.

Building the population. The list was compiled bottom-up from three complementary sources: cantonal partners, which provided lists of the companies known to them; interviews with sportstech experts from companies and institutions, in which further companies were identified; and structured desk research. Duplicates were removed and borderline cases reviewed by the project team against the definition.

Population size. The resulting population contains 402 companies. It makes no claim to completeness. Its purpose is to establish an order of magnitude, and it should be read as a current state, in which companies are likely still missing, others will be added over time, and some will drop out as their activities change. Where this report shows individual companies instead of the full population, that selection is weighted towards larger companies chosen to represent the breadth of the sector's sub-categories.

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08 Methodology: Categorisation, Survey and Interviews

Categorisation. The identified companies were categorised using the same framework that the Australian Sports Technologies Network (ASTN) applies in Australia. Australia plays a pioneering role in the structured measurement of a national sportstech sector, so applying its framework means the categorisation rests on an established and tested structure created outside this study, and it preserves comparability with the benchmark used in Chapter 5. Companies were assigned to market application and technology stack categories on the basis of the information researched on each company, and the resulting categorisation was mirrored, discussed and validated with representatives of the ASTN. The framework was not applied rigidly. The Swiss population includes companies for which the ASTN framework had no equivalent category, and in the course of the collaboration the ASTN adapted one of its categories accordingly.

Survey. A questionnaire was sent to all 402 companies on the list. After a field phase of approximately two months, the responses were evaluated as at the cut-off date of 17 August 2026; 162 companies responded, a response rate of 40%. Responses received after that date were not included. Sample bases vary by question, as not every respondent answered every question.

Sample characteristics. Two characteristics of the sample matter for interpretation. Smaller companies were noticeably more likely to respond, so revenue and employment figures within the sample are dominated by smaller companies, and the largest companies in the sector did not participate – which is why sector totals are built in two steps (see methodology). In addition, development stage is self-declared, and the split between start-ups, scale-ups and established companies reflects how respondents classify themselves. All survey questions other than revenue and employment were evaluated on the sample as received, without extrapolation; where such results are shown, they describe the responding companies only.

Interviews. The qualitative evidence base comprises more than 30 in-depth interviews with companies, research institutions, sport organisations, public bodies and investors. Interviews were used to contextualise the quantitative results, to identify structural themes and to test interpretations; they are not treated as quantified evidence unless supported by the survey. Quotations reproduced in this report were approved by the individuals concerned.

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08 Methodology: Revenue and Employment Estimates

Two-step approach. Because the survey sample under-represents the largest companies, sector totals were built in two steps. The sample was used to extrapolate to the broad base of the sector, with the largest companies deliberately excluded from that extrapolation. Those companies were then analysed individually in a separate heavy-tail analysis, in which their sport-related revenue and their Swiss sportstech employment were researched from publicly available sources and estimated where necessary. More than 70 companies believed to generate revenue above CHF 10m were reviewed individually in this way. Taken together, the two steps cover both the broad population and the disproportionately large outliers.

Attribution rules. Each company in the heavy-tail analysis was assigned to one of five types according to where its headquarters, its strategic decision-making authority and its Swiss activities sit:

1. Headquarters and strategic decision-making authority in Switzerland, irrespective of ownership structure: global sportstech revenue counted; Swiss sportstech FTE counted.
2. Foreign companies without Swiss headquarters or decision-making authority but with research, development or production in Switzerland: Swiss sportstech revenue and Swiss sportstech FTE counted.
3. Pure distributors and resellers of third-party brands: neither revenue nor FTE counted.
4. Sportstech companies with a Swiss branch providing central functions such as trading or supply chain: no revenue counted; only the Swiss FTE in those central functions counted.
5. Foreign brand owners with central functions in Switzerland: no revenue counted; only the Swiss FTE in those central functions counted.

For diversified companies, only the sport-related share of revenue is counted. Employment is counted only where it is both located in Switzerland and attributable to sportstech activity, and is expressed in full-time equivalents.

Source priority. Values were derived following a defined order of source priority: published segment disclosures first; then global revenue scaled by the Swiss share of global headcount; then an industry benchmark applied in the same way where no revenue figures exist; and, in the remaining cases, an estimate by the project team. Because only a small number of companies publish annual accounts, a degree of imprecision cannot be avoided. Aggregate sector figures are therefore reported as rounded estimates and should be read as an order of magnitude, not as precise values.

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08 Methodology: Transactions, Benchmarking and Limitations

Transactions and capital. Transactions involving companies in the population over the last five years were identified individually through public sources, proprietary platforms and desk research. Volume figures are based on disclosed deal sizes only; transactions with undisclosed values are counted in deal numbers but not in volume, so reported volume understates actual activity. Public listings and grant funding are excluded, and amounts disclosed in other currencies were converted to a single reporting currency. The dataset is directional. Conclusions on capital combine the transaction data with the roles of domestic and foreign investors, the support needs reported in the survey and the interview evidence.

Benchmarking. The published reports of the Australian Sports Technologies Network (ASTN) and of Norwegian Sports Tech (NST) were the principal comparison sources, as they offer the closest available basis for comparison. Representatives of the ASTN were spoken to on several occasions. No interviews were conducted in Norway, so the Norwegian comparison rests on the published NST material alone. A comparison with further countries proved difficult. Although countries such as France and the United States have produced sportstech-related analyses, each applies a different definition – some cover only the start-up scene, others only digital platforms and therefore exclude physical products. A superficial comparison beyond Australia and Norway was deliberately avoided. All benchmarking in this report is directional rather than strictly like-for-like, given differences in definitions, timeframes, sources and market structures.

Limitations. Four in particular should be borne in mind. The population is not exhaustive and will change over time. The survey covers 162 of the 402 companies identified, so it is a partial picture of the population. Sector totals rely on estimation and extrapolation and are reported as rounded estimates. Interview evidence reflects the perspectives of those interviewed.

How the findings should be read. The figures are a first baseline, an order of magnitude established on a transparent and repeatable basis, intended to be maintained and repeated. The findings describe associations observed in the data and should not be read as establishing causation.

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