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Porsche Podcast 9:11

Transcript episode 9: From rookie to pro: successful youth development

Guests:

Max Eberl, Sports Director Borussia Mönchengladbach

John Patrick, coach MHP Riesen Ludwigsburg

Host:

Sebastian Rudolph, Vice President Communications, Sustainability and Politics at Porsche AG

Intro [00:00 - 00:15]

[00:00:15] **Sebastian Rudolph:** Welcome to a new episode of the 9:11 Porsche Podcast. My name is Sebastian Rudolph, and I take care of Public Relations, Press, Sustainability and Politics at Porsche. With this audio magazine, we want to bring you closer to the world of Porsche and deal with some exciting issues. To do this, we have set up our podcast studio high up in the Porsche Museum in Stuttgart-Zuffenhausen again. From here there is a beautiful view of the Porscheplatz with the sculpture in the middle, from which three white 911 cars rise into the sky.

Our episode today is going to be sporty – something that is part of our DNA and which also applies to my two guests, who are both former professional athletes. Max Eberl, Sporting Director of Borussia Mönchengladbach, and John Patrick, the MHP Riesen Ludwigsburg coach. Together, we'll talk about the dream job of being a professional athlete and the tough road to get there. From rookie to pro. Even though I would have preferred to have my guests here, in the current times it is better to exchange ideas virtually so Max joins us from Gladbach and John from Ludwigsburg. Hello Max, hello John! Nice to have you as our guests.

[00:01:28] **John Patrick:** Hello, it's a pleasure to be here.

[00:01:30] **Max Eberl:** Hello Sebastian. Thanks for having me, I'm looking forward to it.

[00:01:34] **Sebastian Rudolph:** Before we start with the sport, let's introduce the two of them.

[00:01:43] **Narrator:** Max Eberl was born in 1973 in Bogen, Lower Bavaria. He began his professional football career with FC Bayern Munich. In 1999, the defender landed at Borussia Mönchengladbach,



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where he also played most of his 215 league games. Eberl ended his active footballing career at the end of 2004 and shortly afterwards started as Youth Director at Borussia. Since 2008, he has risen to the position of Sporting Director and led the Foals back to the top of the league.

John Patrick was born in the United States in 1968 and grew up on the East Coast. The six-foot-three basketball player graduated from Stanford. Due to a knee injury, Patrick had to end his professional playing career in Germany and Japan prematurely and moved to the role of coach and sporting director in 2003. He has been the Head Coach of MHP Riesen Ludwigsburg since 2013 and led the team to the Bundesliga finals as well as to the top of the standings.

[00:02:52] **Sebastian Rudolph:** It rarely comes up in the day-to-day business of a professional athlete, Max, but even the most seasoned pro was a rookie at some point. How rocky was your path, or is the path overall, to becoming a pro?

[00:03:07] **Max Eberl:** Well, I was allowed to walk the path twice. As an active player, I was allowed to go through the entire youth development programme of FC Bayern at that time and I really wanted to become a professional football player, as I think hundreds of thousands or maybe even millions of kids in the world did. Then, of course, I was very enthusiastic about football from the very beginning. It's not always easy – you also have to do without a lot. You can't enjoy your youth as much as others might, but in the end, when you become a professional, the whole journey is worth it. And I went the same way again: after I finished my career, I quit, became Youth Director and at some point Sporting Director, and somehow I was allowed to be active on the pitch at one time and in administration at another. Very exciting, definitely rocky. But if you have the will, you can usually do it. And I am glad to have managed both paths.

[00:03:56] **Sebastian Rudolph:** Will is very important, you say. And you also described the change. On the court from rookie to pro and then the step off the court and becoming a pro again. How did you personally feel about those changes?

[00:04:12] **Max Eberl:** Just, I'll say, this active time as a kid, then when you're really playing football, you're just chasing this dream. You realise that you seem to have some talent. You realise it's going on. You have a chance to play for the best teams. You play for sporting success. We became German champions for the first time in 1989 – youth champions at FC Bayern Munich. I then played my first Bundesliga game in 1991, then spent two more years in the second team, and then took my big step by changing clubs, so to speak, and that's an extremely rocky road. But like I said, will is a big word – the



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desire to have this ambition, but also to have humility. This second step back then, quitting football, was very early for me, because at 30 I basically had my first contact with becoming a youth director. In football, that's still relatively young. I think in basketball, too, if I'm not mistaken. And yet I got the chance at that time – we moved here to Borussia Park. I grew up with Munich, so I got to see how Uli Hoeneß made Bayern Munich great. He was always an idol for me – how great he made this club, which today is one of the best in the world. That has always fascinated me. At the age of 30, I made the decision not to sign another one-year contract here and another one-year contract there, but to say: "OK, I'm ending my active time".

John, like you, I had major knee problems and had to quit because of them, but I was determined to take advantage of this second chance and was able to learn a lot during these four years of youth work, where I was a little bit under the cover of the big professional business that is football. Yes, and then at some point after four and a half years, when I was asked if I wanted to become Sporting Director, I felt ready to do it. So diligence is definitely part of it, and also the desire to make decisions and that's what I did very early in football, at 30.

[00:05:58] **Sebastian Rudolph:** Let's pass the ball right over to John Patrick. You were a huge talent, but you didn't make it – as Max just mentioned – to the NBA, which is the North American professional league, because of a knee injury. During your active playing career you worked as an assistant coach. How was your path from being a huge talent, with a great career as a player ahead of you, to then having to say, "yeah well, I have to make a decision and it's going towards coaching now"?

[00:06:26] **John Patrick:** I'm German-American and I had a very typical American youth career. I did different sports, football, American football, baseball, basketball, track and field – almost everything. In school it's not as demanding as in Germany, you can play different sports at the same time. I played in college at Stanford, and then I did a study abroad programme in Poland, which is very uncommon. I wasn't good enough to go to the NBA. I had the knee problems later, but for me, my goal was always to be a pro. I was a late developer. Not a great talent as a teenager, but I grew 20 inches taller when I was 17 and in the end that problem, being the little guy that was always bullied, that's why it changed. At 17, 18, I was a relatively big player with these skills that I had learned as a small player beforehand. That helped later in my coaching career because I understood, not only what it was like to be on the bench, to be the smallest, and to be the least important player, but also that players develop in different ways as they get older. My path to becoming a professional coach was completely atypical. I've worked for banks,



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I've worked for Nike, I've been a professional player and in the end I'm very happy to work here in Germany, for good, in Ludwigsburg.

[00:08:22] **Sebastian Rudolph:** And now you're a professional coach, just voted coach of the year by the Basketball Bundesliga. In that respect, you've taken a good path. From a coach's point of view, how important are talent, will and also humility, to develop practically from a youth player to a professional?

[00:08:45] **John Patrick:** Yeah, that's an interesting question. An old player of mine, one of the most passionate players I had in Göttingen, was Ansgar Knauff, who was on my team as a U10 and U12 player. At that time he was a basketball player and a football player, but I said to him that with his attitude he could be a professional in any sport. He chose football and is now a professional player for Dortmund. But attitude is, for me, a 90 per cent guarantee of success. Maybe nothing called talent, but how players skip or fight through the different dark times is the most important thing for me in recruiting. And also my team, with a relatively small budget, how we win is we try to bring in character players and make it a little uncomfortable for our opponents on the field in those 40 minutes because of that.

[00:09:58] **Sebastian Rudolph:** So the road is definitely rocky and there are hurdles in the way. Young people have to be hurdlers somewhere, and Ansgar Knauff, who you mentioned, has already scored or set-up goals in the Bundesliga for Borussia Dortmund. Max Eberl, how important is it for young people to have character and to develop this character so that they are strong enough to play in the big leagues?

[00:10:22] **Max Eberl:** John just mentioned it correctly. So passion and enthusiasm for something – those are basic requirements. You first need to develop a passion for a sport or for something cultural: – for art, for music, whatever – but because we're talking about sports right now, you first develop a passion for that. Then you also have a certain talent for this sport, this ambition to want to go further. And that's where character plays a very big role for me. Even if I had never become a professional football player, I would have been incredibly grateful to football or the youth training I enjoyed, because you basically combine everything. You have to be humble, you have to assert yourself, you have to have respect for the opponent, for your teammates, but also for the referee. You want to achieve something, so you also have to show elbows to a certain extent without really hurting the other person. So the training that you get in such a sports team was very important for me, for my life, for me as a personality. Of course, character plays a big role. Today we have to deal with completely different young people. It has become a very different society. This character building is much more complicated because you get a lot of things, including what we get in the junior training centre. When I think about all the things we



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give the boys so that they have the chance to become professionals, there's a fine line between – as we say in Bavaria – pampering them and still wanting to work professionally. But the boys still have to overcome resistance on the pitch. In the best case, they have to have already solved any issues off the field. A lot is often solved by us clubs. So I'm very self-critical about the way we deal with young people right now, because I know it differently. In the past, you had to have your character, your will – the qualities I mentioned. And unfortunately, one has developed a bit to the point that this character development, which is very important, has perhaps been taken away a bit too much. Character is a very important factor in talent development.

[00:12:12] **Sebastian Rudolph:** We'll talk about that in a moment. But we'll first listen to a few facts about Porsche's involvement in this area.

[00:12:24] **Speaker:** With 'Turbo for Talents', Porsche is committed to supporting young talent in various sports throughout Germany. In football, in addition to Borussia Mönchengladbach, there are partnerships with RB Leipzig, Stuttgarter Kickers and SG Sonnenhof Großaspach. In ice hockey, Porsche is a sponsor of young talent for the Bietigheim-Bissingen Steelers. In basketball, we have the Porsche Basketball Academy Ludwigsburg. It comprises four teams in the heart of Ludwigsburg, which together form the core of the Swabian youth and junior programme. Young and aspiring athletes regularly make the leap to the men's level and into professional sports. In the past two years alone, 11 players trained in Ludwigsburg have celebrated their professional debut. Porsche has been involved with Borussia Mönchengladbach since the start of the 2020/2021 Bundesliga season. The company supports the youth football team there and is the name sponsor of the renowned Fohlenstall boarding school for young talent. As part of this, joint training courses are also planned for the personal and social development of the young athletes.

[00:13:38] **Sebastian Rudolph:** Max, Borussia Mönchengladbach has traditionally done excellent youth work over many, many years. Of course, that's not a foregone conclusion either. What is important in the character development of young people? You mentioned it before, but on and off the pitch?

[00:13:55] **Max Eberl:** Thank God we were allowed to win the sponsorship of Porsche last year, that they support us with just exactly these measures around it. So when we talk off the pitch, of course we raise issues like doping, the big issue of racism, support in the social area – these are of course very important. As is prevention, gambling addiction, in other words, everything that can occur again and again. We are very grateful that we have found a partner in Porsche, which can really support and help us off the pitch. For everything on the court, John will tell me, the coach is one of the most important



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factors for the players. Coaches who, to a certain extent, teach the player the fine line between what will develop him, bring him forward, but still, of course, also teach him the toughness in terms of the sport. The fairness that a sport always brings with it, still having respect for the opponent. For me, the trainer plays a very important role. All the people who are around the players, so to speak, should work according to a certain, similar set of values and virtues that also drive this one line. Everything that concerns training, I have always formulated that I like to give guidelines and of course every single coach, every single supervisor, every single educator who works with the boys should also have their own freedom, but everyone should go in the same direction, so that the boys also understand to a certain extent what it's all about. It's actually character education for life. The same thing that happens in society, you need that on the pitch, too. I mentioned it earlier: all the values that are important to us, and it's mainly the people around that play a big role.

[00:15:30] **Sebastian Rudolph:** People play a big role, values play a big role. John, we'll play the ball right over to you. What values do you personally focus on in Ludwigsburg, in order to develop players, to turn rookies into professionals?

[00:15:45] **John Patrick:** That's an important question for me as the head coach of the Bundesliga team, but also as the Sporting Director here. We recruit nationwide, and it's important for us that the players fit us not only with their basketball talent, but also culturally. We also have players here from outside Germany who are studying online. We have one player from Amsterdam and what we want is that the guys, like Max said, have respect for competitive sports overall – that they understand that it's a balancing act and a limited time they have on the field. We want them to give it their all and it's hard at first for young people to understand that they have to take their job as a basketball player seriously, but that they can also have fun and at the same time not take themselves too seriously. I would say that's our culture here. We have developed a lot of national players who also play very good roles in the national team, who have created atmosphere and who are known as 'good attitude' players. And that makes me very proud that not only for the technique, but that people from Ludwigsburg are also known as encouragers.

[00:17:24] **Sebastian Rudolph:** Good attitude, you say, so character is actually just as important as technique. It's interesting, you have five children and two of your sons, whom you coached, have been firmly integrated into the professional team since last season. As a father and as a coach, how do you manage to promote your own sons in such a way that it fits? In terms of technique, character, values?



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[00:17:52] **John Patrick:** It's not always easy. It's also a balancing act – maybe harder for them than it is for me. But it's funny when you go home after two training periods and you then ask your sons if they've done their homework, if they will take out the trash. They also need a break from this kind of support. But it's also very special and fun to see them last year, the year before last, Jacob as a 15-/16-year-old and Johannes as a 17-/18-/19-year-old, taking it seriously in training. And they're not the only youngsters here. They're among seven or eight that train with us. But they don't get a father bonus because I can't give or show any favouritism, otherwise I wouldn't be called fair by other players. And that's why I'm harder on my sons. What I notice, and what makes me proud, is they fight. Even if they're playing against former NBA players or people who are much more muscular or athletic. That's why our young players and my sons are good role models for the older players. And the older players, with their professionalism and their time management and how they prepare for every day, are good role models for our youth players.

[00:19:35] **Sebastian Rudolph:** Being a role model, that's a good cue for Max Eberl. He also has a son, Max Eberl Junior, who is also a football player, youth coach, and is currently studying sports management. Max, what is it like for you to see your son mature and to follow in your footsteps?

[00:19:54] **Max Eberl:** I can confirm, John, that it's really not easy for the kids, for your own sons, when their dad is a coach or a youth director. My son was a player here in the academy in Gladbach when I was youth director, and of course I could withdraw a little bit more than John can do as a direct coach. I also said that my son should be treated like any other youngster. And then came the moment with the U14s. We have a discussion every year about prospects and then the statement came, and I had already noticed because one or the other youth coach wanted to talk to me and they said: "Yes, Max is really a good guy." But I said "deal with him honestly, tell him honestly what your opinion is" and they said, "listen Max, it's going to be that you might not get anywhere athletically. We'd love to take you on to the next grade because you're an outstanding person for the team, even at a young age. But athletically, you won't be on the court much". That's tough for you as a father, of course, when you're sitting right there and you see your son and his dream bursting. It wasn't easy. But for my son, it was another incredibly instructive time that he had to take with him. He had to make a decision for himself: do I go to a smaller club, which he then did – he remained loyal to football. He was offered a place at some point, just because of his nature, because of his football expertise, because I have to say he's a better footballer than I am, but he may have been a bit lazier than I was. That was probably the reason he didn't quite make it. But because of his personality, he was asked if he would like to work as a co-trainer in the U9s, with the very young ones. That's what he did when he was 16 or 17 years old. He did very well, passed his A-levels, and is now studying sports management in Cologne. I'm really proud of him – what he's



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achieved, even the hurdles. John said it earlier: he had to jump over quite a big hurdle, namely the loss of his dream, but he's moved on and that has developed him in his character, but also in his personality and brought him further. And now let's see how the studies go and see if he ever follows in my footsteps, wherever.

[00:21:50] **Sebastian Rudolph:** What we notice, in football, as in basketball, is the professionals are getting younger and younger on average. So this interlocking of being a youth player, getting first professional stints or even a mainstay in the professional field? Max, what is your view of this important hinge between youth and professionalism?

[00:22:13] **Max Eberl:** Well, the part about getting younger that you mentioned, Sebastian, also has to do with time, of course. I think the guys today are more mature earlier than maybe we were in the past. I'm speaking for myself now, I don't know about you two, but for me it was like it always took longer. In the past, there were the old, established players in the teams who simply fought for their regular place, who dug in, so that as a young person you had a really hard time getting in to the team. The road was much harder than it is today. Today, it's a bit more difficult because the number of talented players has increased, and this hinge that you just mentioned, this transition from youth football to men's football or men's sports, you should prepare the boys well, because I think that the boys today are very good technically and tactically at a very early stage. So, at 16, 17, we really have football players here who can do things with the ball, they can have a tactical spatial behaviour that's extraordinary. But their bodies still have to keep up. So, you also have to prepare the boys for these stresses: training twice a day against men, the stress in the game, the intensity of the game, that's a very important step. And of course the second step is to prepare them mentally. So the pressure that then arises, whether, there is, I don't know, 100 parents on the sidelines or whether they're playing in front of 30, 40, 50, 60,000 spectators, that's also a completely different burden. So you can also ruin a lot of talent by throwing them into something too early, too quickly, that they're not ready for. This transition is very important, and we have hired a trainer especially for us – we have a psychologist with us, who also accompanies us to a certain extent, helps us or helps the trainer to make this assessment. So we try to set a framework so that this probability – in sports, unfortunately, it's often about probabilities – that this young player's professional career will continue and they will not just be, as they say in America, a 'one hit wonder'. Preparing for that in the best possible way, that's where you do a lot. But how exactly this transition, this hinge as you called it – a very good expression by the way – is a glaringly important point in the career of a young professional to then actually go from rookie to really long-term professional as well.



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[00:24:14] **Sebastian Rudolph:** John, how is it in basketball? How do you perceive that or how do you also design that – to integrate young people in a top basketball team, related to Germany, and to make them capable?

[00:24:27] **John Patrick:** Every player is different and we've got several players here that maybe from technique and basketball IQ could be coached, but because of growth or because of lack of muscle, they can get hurt very quickly. That's a thing. I don't let the young players, even if they're very good and very brash, train with me until they can physically keep up against the top professional athletes. I've seen that too, in other teams everyone would be careful. You don't want that either. We integrate the younger players in individual training, so 1-0 training or 2-0 training, not live training until they are ready. But I think it's so complex and also dynamic how the players develop. And we have parents, we have agents, we have youth coaches, we have professional coaches and professional players. And a lot is about what role youth players can play in a professional team. And I would rather have a role player than a youth player. And that understanding, or basketball IQ, or team sport IQ, is just as important as the other athletic skills.

[00:26:29] **Sebastian Rudolph:** Bringing players to a higher level, first from youth to professional and then again as professionals – there are different levels. Max, Jogi Löw recently announced the squad for the German national team, including three players from Mönchengladbach. How do you accompany these players, who then play one level higher, namely for Germany?

[00:26:53] **Max Eberl:** I think that then also has to do with the ambition of a club, with the decision of players as to which club they go, which steps they take. It's not always the biggest club that is the best step for a player. But really building a career, adapting step by step to the level, going step by step in your own development and not wanting to take three steps at once. Often, when big clubs call, players get restless and want to take this step, even though they are not prepared at all. We at Gladbach have simply developed over the last 10 years into a club that plays in Europe again and again, in other words, that has sporting ambitions. We want to find players who have this ambition, of course, but above all we want to find players who are motivated to take their next steps in their development. And the development of these players is something that we as a club are very, very happy to take along with us, so we need good coaches for that. Then, of course, it's up to the enthusiasm, the passion, the will of the individual players, their ambition, how far they want to go. Some are satisfied as Bundesliga players, some say "but I really want to become a national player", and there are some who want to become world champions. As a club, we simply try to give them a good platform. And the performance of the boys then



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decides who Jogi Löw takes with him. I'm far from saying that we made Florian Neuhaus an international. Yes, he has now played three very good years with us, has played Champions League, has played at the highest level and has simply earned this invitation. I would like to say that Flo has achieved this with his performances, and we as a club have provided the environment for him to develop in the best possible way.

[00:28:22] **Sebastian Rudolph:** That's an interesting perspective in any case. The key here, also from the club side, is to say, we do what we can, as a club, as a coach, and then you have to see how well the players mature. As well as possible, of course. Now, I also need you to perform well on the pitch now, because I'm going to play a little quiz with both of you. You'll take it in turns to answer a question about the other's club, and I'll give you three categories of answers, and then we'll see what the final score is between Ludwigsburg and Mönchengladbach. We'll start with Max Eberl and I'll test your knowledge about the MHP giants. Max, what's the name of the Giants' mascot? Trossi, Sigi or Lurchi?

[00:29:08] **Max Eberl:** I would say Lurchi now.

[00:29:11] **Sebastian Rudolph:** That was a beautiful flying header by Max Eberl. 1:0, safely converted, that's his name! And now John has the chance to equalise. Now we're talking about Borussia Mönchengladbach's mascot. What is the name of this popular figure? Brown Bear Bernie, Foal Günther or Brian the Lion?

[00:29:33] **John Patrick:** I would say the lion.

[00:29:37] **Sebastian Rudolph:** It's a very sympathetic answer, John. Because the Gladbach team also fight like the lions. But it's the Foal, it's the Foal. Let's play the ball back to Max. When was the parent club of the Giants founded? 1950, 1960 or 1970?

[00:29:59] **Max Eberl:** I would say 1950?

[00:30:04] **Sebastian Rudolph:** Max shot the ball just wide of the goal. It was 1960, Max. And now there's another chance for John to equalise. He's at the free-throw line, you've got two. Which decade was the most successful for Borussia Mönchengladbach? Was it the '70s, the '80s or the '90s?

[00:30:30] **John Patrick:** That's a good question.

[00:30:32] **Max Eberl:** John, just a note, I wasn't there.

[00:30:37] **John Patrick:** Then I would say the 70s.



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[00:30:41] **Sebastian Rudolph:** That's strong. Both free throws safely converted, two points, here in the game there's a point for that. It's one on one. Very strong. Now we come to the last question. In how many games have the Giants been undefeated in their own arena this season, as of today? Six, 12 or 17?

[00:31:03] **Max Eberl:** 17.

[00:31:04] **Sebastian Rudolph:** That's a really strong shot, into the top corner. 2:1 for Max Eberl! It has to be said, dear listeners, this podcast is being recorded right now, with the Giants' next home game still to come. It will be aired when the Giants have hopefully won the upcoming home game against Bamberg. All 17 home games undefeated, John, that's incredible. Now comes the final question for you. How many podcast formats does Mönchengladbach offer its fans? How many podcasts: two, three or four?

[00:31:43] **John Patrick:** It has to be four, right?

[00:31:45] **Sebastian Rudolph:** John, that was a wonderful three-point shot and here's a point for that. It's 2-2, I would say the most sympathetic of results when two clubs play each other that we all like. Borussia Mönchengladbach, MHP Giants, 2:2. Thanks for playing, Max and John. Now it's your turn, dear listeners. In this episode of our 9:11 podcast you can win something again.

[00:32:18] **Speaker:** Porsche AG is giving away a Porsche Taycan sports bag. The competition runs from now until the release date of the next 9:11 podcast episode. To enter, simply send an email with the answer to the competition question to 911-podcast@porsche.de. Porsche will draw a winner from all correct entries. Anyone who is at least 18 years old can participate. The detailed conditions of participation can be found in the Porsche Newsroom at newsroom.porsche.de/podcast, as well as one or two tips. Good luck.

[00:32:56] **Sebastian Rudolph:** So, now the question is missing and that is: which professional athlete is an ambassador for Porsche's Turbo youth programme for talented youngsters? Simply send your solution by email to 911-podcast@porsche.de. We'll keep our fingers crossed.

Max and John, we need to draw this to a conclusion. This episode has flown by again. Finally, what advice would you give your younger selves? Max Eberl, think back again to the younger Max Eberl: what tip would you give him along the way, on the journey from rookie to pro?



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[00:33:39] **Max Eberl:** I have to say, to be fair, with the talent that I had, which was maybe not that great in football, my will and my passion and my ambition were all extremely great. My desire was to really subordinate everything to the sport. Fair enough, I couldn't give my ego any more than I already did myself. The only thing I would advise him, if you ever have a serious injury, and unfortunately I also had it with my knee and relatively early and then two years at a time, then have a little patience with the rehabilitation. Don't be too quick to get back on the pitch, because I think that first operation cost me many others and probably cost me a large part of my career. That's why I would advise him on the ambition, the diligence and the passion to have done exactly the same as before. But at one point or another, to have a little more patience. Maybe that's what I would tell him.

[00:34:29] **Sebastian Rudolph:** A little bit more patience. How about you, John, looking back again? What tip or advice would you give yourself along the way?

[00:34:36] **John Patrick:** Yeah, my voyage from college to pro coach was very atypical and I enjoyed it. I've been to Japan, Australia, Germany, I've also worked for Nike and worked on the stock market and I've brought a part of Japan with me here. I brought a part of what I learned in the stock market too, and also from Nike, and I wouldn't change it, even though there was a very difficult time for me because all I wanted to do was play basketball or coach. What I say to my sons is: never give up, even if you are not successful in the game. Remember how you can improve, and I'm very thankful that in high school, in college, I had two Hall of Fame coaches that focused on attitude. I have to say that to myself sometimes when we lose. And I say that to my guys, too: attitude is everything. And if you don't give up and stay positive, that will become something.

[00:36:04] **Sebastian Rudolph:** Attitude is everything, stay positive and, above all, never give up. John, Patrick, what great closing words. I say thank you so much to both of you. I've really enjoyed going through this journey with you guys from rookie to pro. Thank you guys.

[00:36:19] **John Patrick:** Thank you so much.

[00:36:21] **Max Eberl:** You're very welcome. And John, all the best for the last home game.

[00:36:22] **John Patrick:** Thank you Max, we'll give it everything.

[00:36:29] **Sebastian Rudolph:** Dear listeners, thank you very much for listening. Subscribe and rate us, give us feedback or even suggestions to 911-podcast@porsche.de. And here is a reference to the next podcast episode: we will also be covering this topic in English. In the 9:11 Porsche Podcast, with



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professional golfer Paul Casey and racing driver Kévin Estre. This podcast will be released on 3 June, to coincide with the Porsche European Open. All the best and stay healthy! Bye!