

**RES**

**GUIDE-BOOK**

# “THE ROLE OF ENTREPRENEURSHIP IN SPORTS”

**2021-2-DK01-KA210-YOU-000049508**



# Table of contents

1. Introduction.....	3
Sports Management.....	3
Step into Entrepreneurship.....	4
Sport Entrepreneurship.....	6
Economic value with sport through business model innovation.....	6
Winning and profitability in professional sport.....	7
Social value with sport.....	7
Self-Branding and Digital Storytelling.....	8
Self-Experiment.....	13
A dashboard containing the SE training curriculum.....	15
Participation of young migrants aged 18 – 30 in sports activities in EU?.....	15
Direct interaction with the same target group in Sport?.....	15
The methods used to reach the target group.....	16
Sports which get more interaction and being supported by the target group.....	16
Difficulties of participation.....	17
2. Training Format.....	18
Introduction.....	18
Sports management and entrepreneurship.....	28
3. Research Report.....	38
Best practices.....	38
SPORT UP! FROM SPORT TO START-UP.....	38
Basket for Women.....	40





# 1. Introduction

Sport in Entrepreneurship Guide serve as one-stop-shop for all information gathering relating to the Sport Entrepreneurship. It provides an accessible resource to anyone who needs or wants to learn about this topic. It encourages young people with a migrant background to participate in sport entrepreneurship and offers them employability and the opportunity to put their venture plans into action.

## Sports Management



Sport management has developed as a scholarly discipline in an era marked by increasing professionalization, commercialization, commoditization, and globalization of sport (Shilbury, 2022). Put differently, since sport management became a ‘field of study’ at the end of 1980s (Costa, 2005), the sport ecosystem has seen tremendous expansion and integration.

Sport employs many millions of people around the globe, is played or watched by the majority of the world’s population and, at the elite or professional level, has moved from being an amateur pastime to a significant industry. The growth and professionalization of sport has driven changes in the consumption, production and management of sporting events and organizations at all levels of sport. Managing sport organizations at the start of the 21st century involves the application of techniques and strategies evident in the majority of modern business, government and non-profit organizations. Sport managers engage 3 in strategic planning, manage large numbers of human resources, deal with broadcasting contracts worth billions of dollars, manage the welfare of elite athletes who sometimes earn 100 times the average working wage and work within highly integrated global networks of international sports federations, national sport organizations, government agencies, media corporations, sponsors and community organizations.

Sport managers utilize management techniques and theories that are similar to managers of other organizations, such as hospitals, government departments, banks, mining companies, car manufacturers and welfare agencies. However, there are some aspects of strategic management, organizational structure, human resource management, leadership, organizational culture, financial management, marketing, governance and performance management that are unique to the management of sport organizations.

## Step into Entrepreneurship



Today, the importance given to entrepreneurship has increased in the 21st century when rapid developments in science and technology have been experienced and gained great importance. Entrepreneurship is important because innovation is a power source (Hindle & Yencken, 2004). Entrepreneurial and entrepreneurial concepts are similar concepts, but are meaningfully different. The concept of entrepreneur is expressed by “entrepreneur”, which comes from the root of “intare” in Latin and is formed by the combination of these words “enterin” and “prerst” in English (Korkmaz, 2000; Aktaran: Aydoğmuş, 2019). Entrepreneurship has been in the process of coordinating, organizing and managing elements of economic value (goods and services) since the work of classical and neoclassical economists (Mwatsika et al., 2018).

According to Shumpeter (1954), entrepreneurship; “New products, new processes and new organizational patterns to replace the old with new ones.” In addition, according to the TDK (Turkish Language Institution) dictionary, the concept of entrepreneurs; 1) Whoever engages in a business for production is an entrepreneur; 2) Anyone who ventures by putting capital in areas such as trade, industry, etc. is identified as the entrepreneur, (www.tdk.gov.tr, 2020). Aydoğmuş (2019) quoted from the European Parliament and Commission in 2006 that entrepreneurship is the ability of the individual to implement his thoughts. The ability for work both individually and in cooperation with others is also evaluated within the scope of entrepreneurship (European Parliament and the Council of Europe, 2006). The entrepreneur concept, which is often associated with Jean Baptiste Say, was first used by Cantillon in 1723 as the equivalent of the word “undertaker” (Kates, 2015).

## Key Features of Entrepreneurism

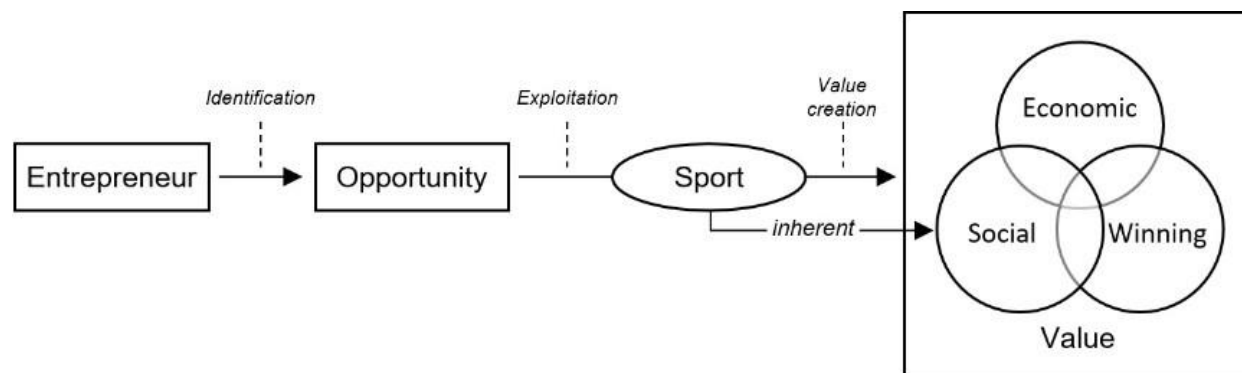
As a result of the researches on academical letters, it is put excessive emphasis on personality on the arise of entrepreneurship. When the entrepreneurs' psychological features are analyzed, it is dwelt on the concepts "taking risks" "need to succeed" and "focus of control" the most. On the other hand, the group gives more importance to "the environment" for the rise of entrepreneurship emphasized "group structure", "social mores" and "cultural features" (Ören & Biçkes, 2011). Gupta & Mcmillan (2004) evaluated these factors on their technique about identifying the features of the entrepreneur;

- Be tolerant to uncertainty (foresighted, vision holder, having self-reliance, strong discernment),
- Self-expression (ambitious, informative, performance-oriented, progress-oriented)
- Posture (diplomatic, bargainer, persuasive, encouraging)
- Pledges (inspiring, enthusiastic, team-centered, promising, developmental)
- Appearance (determined, integrative, positive intelligence owner, energizer)

Entrepreneurship in sport can help re-develop organizations and increase the number of new products and services invented (Hardy, 1996). Entrepreneurial features, such as finding new markets, are a requirement for many small businesses involved in the sports industry (Berrett et al, 1993). Entrepreneurship is widely recognized for maintaining economic sophistication (Henry et al., 2003). Entrepreneurship in sport can also happen in a wide variety of ways. For example, many people who are engaged in sports may have high interest and love to sports along with the idea of making a profit (Hardy, 1996). When sports are not supported on financial grounds and subsidized by communities or governments, innovation becomes increasingly important as a way to contribute value to sports consumers and relative clients (Hardy, 1996).

Entrepreneurship is approached by sports-related organizations in a collaborative, community-oriented and strategic way to improve their overall performance. In this entrepreneurship, athletes, fans, customers, governments, sponsors, communities and employees are entitled as both internal and external stakeholders, sports-based entrepreneurship is a promising category of entrepreneurship that offers positive strategy to boost economic development. A sports-based entrepreneur refers to a person who organizes, operates and take risks in a business venture. Furthermore, by conceptualizing sport as both entrepreneur and enterprise, new ways of developing entrepreneurship in sport can be considered. Sport-based entrepreneurship is stated to be a process of value creation by responding to an opportunity collectively (Ratten, 2010). In addition, Sports Entrepreneurship includes implementation and decision-making activities that lead to the development of products, services or markets (Ratten, 2012)

# Sport Entrepreneurship



Entrepreneurship is born from social networks that go on one after another and sports cooperates with entrepreneurship to identify new opportunities with its teams, businesses and consumers. Sports organizations around the world help the development of entrepreneurship by using social networks as capacity building for strategic development (Ratten, 2010). Entrepreneurship is also important for the sports sector, as businesses must constantly innovate to meet changing consumer demands and expectations (Ball, 2005).

Sport is a global industry affected by the changing environmental conditions occurring around the world. Sports-based entrepreneurs are motivated by these changing circumstances as well as financial and personal factors. Since sport is a complex and multifaceted sector the way of thinking and managing the function of sports-related businesses can be the key factor to success (Lechner & Schmidt, 2002). Because, sport has a different understanding of business management. In this context, it is seen that sport fans experience such curiosities just as personal, emotional and symbolic attachment to their teams and athletes (Chalip, 2004).

Entrepreneurs and their equivalents are defined, compared and measured in terms of their contribution to value creation (Shane, 2000). Overall, the value creation in sport is unique, both economically and socially. Value creation with sport entrepreneurship can be multifaceted and includes monetary goals, the desire to win, or creating social value. Entrepreneurial value creation in sport is a collaborative process because it involves the sporting activity itself. This means, value creation in the sport industry cannot be considered sport entrepreneurial per se, only when it uses sport as a mediator to create value. Hence, the authors define sport entrepreneurship as the identification and exploitation of opportunities to create new value through the medium of sport.

## Economic value with sport through business model innovation

However, sport is more than just competition and forming social relationships. An activity can also be called sport, aiming to improve or express physical fitness or mental well-being (Council of Europe, 2001).

Peripheral industries of sport entrepreneurs (e.g. retail, sport industry) show that entrepreneurship in sport is a diverse practice. For example, on a local level, the work of an entrepreneur in the fitness sector is specifically rooted in a relationship that may be described as “controlled dependency”. On the other hand, personal trainers are defined by their desire to help people reach mental or physical fitness objectives. They teach clients how to train, eat properly, and develop or maintain basic movement patterns. Furthermore, they rely on and charge their consumers for their advice. As a result, the fitness entrepreneur needs to create, develop, and maintain a good client connection (Hemme et al., 2017). Other ways of creating value in the world of sport, driven by business model innovations, result in completely new sports or events (e.g. CrossFit, Ironman, eSports, Red Bull Air Race). In sports, business model innovation can be forced by adverse shocks (e.g. COVID-19) or non-sport megatrends (e.g. gaming and eSports, YouTube fitness videos). This means there is now an interconnectedness of traditional sport and new sport, shaping and influencing the process of doing sport and hence creating value.

### **Winning and profitability in professional sport**

Sport entrepreneurs have a centrality in their focus that can be different to commercial enterprises. This is due to many sport enterprises being diverse but distinguishable from other types of enterprises by the primary focus of sport in their mission statement (Hammerschmidt et al., 2020). The main difference between commercial business and sport has traditionally focused on profit and return-on-investment for companies and the desire to win and succeed in the sport competition. Many sport entrepreneurs develop and act within an organizational context. According to Moore and Levermore (2012), professional sport organizations are highly comparable to small-to-medium sized enterprises (SMEs) in terms of revenue, organizational characteristics and number of employees. The corporation of sport clubs means that they think and act increasingly like businesses (Ribeiro et al., 2019). However, the sport-related mission statement distinguishes sport organizations from typical SMEs. In sport, winning is the most important thing. Nevertheless, there is growing attention to the importance of profits, revenues and resources for successful sporting performance (Smith & Stewart, 2010).

### **Social value with sport**

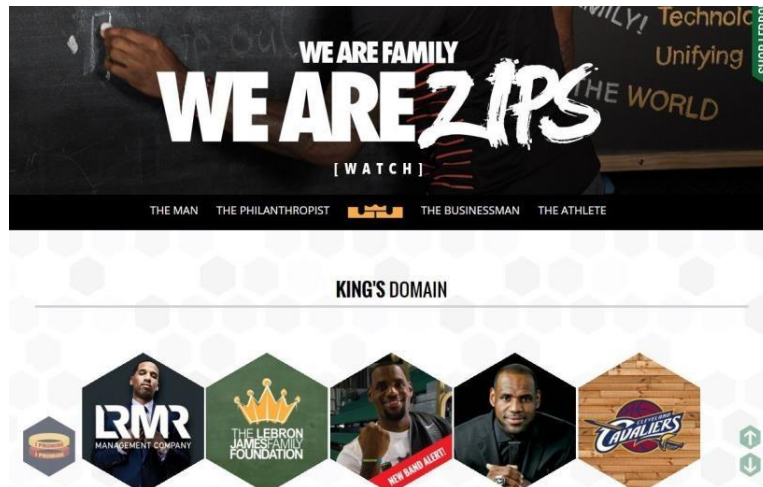
Sport entrepreneurship in sport organizations can have an important social footprint, as their initiatives create sport activities that improve the well-being and health of community members and promote social interaction among them (Bjärsholm, 2017). Because of their great social importance, sport organizations may be forced to adopt an entrepreneurial mindset to compete successfully and remain sustainable (Escamilla-Fajardo, Núñez-Pomar, & Gómez-Tafalla, 2020).



# Self-Branding and Digital Storytelling

Athletes (and the journalists who cover them) often talk of the new requirement of self-branding. In reality, it's a new term to the sports world, but not a new phenomenon. Athletes have always been iconic figures in American pop culture, and the personas they build for themselves live on long past their playing days. Here are a few that have been the most exemplary at turning their on-field/ice/court excellence into self-branding excellence.

## LeBron James



LeBron is an interesting case study because he's been under the spotlight literally since adolescence. His maturation process has been public viewing since he was a baby-faced phenom in Akron, OH.

Naturally, that kind of unrelenting pressure results in growing pains from both personal and marketing standpoints. His personality has been a constantly moving pendulum between brusque and affable; withdrawn and effusive. During certain stretches of his career, this learning curve has created antagonistic situations between him and team ownership, between him and the media, and even between him and his fans.

The most notable of these instances would undoubtedly be his televised hour-long special, "The Decision," which aired in July of 2010. The event served as a platform for him to announce his decision to leave his hometown Cleveland Cavaliers for the flashier Miami Heat. James took a lot of heat for the move, as it came off as big-headed and insensitive to the fans he would be leaving behind. "The Decision" was really interesting from a PR perspective because it was clearly something he thought would endear him to a wider audience. Even though all proceeds from the special went to the Boys and Girls Club, the public was still annoyed. Without question, it was the low point of his self-branding history.

Since that time, though, LeBron has shown remarkable branding resilience and smarts (he has also since returned to his hometown Cavaliers, following four successful years with the Heat). So, how has he pulled it off? Aside from maintaining his on-court excellence, he's made quite a few savvy marketing moves to

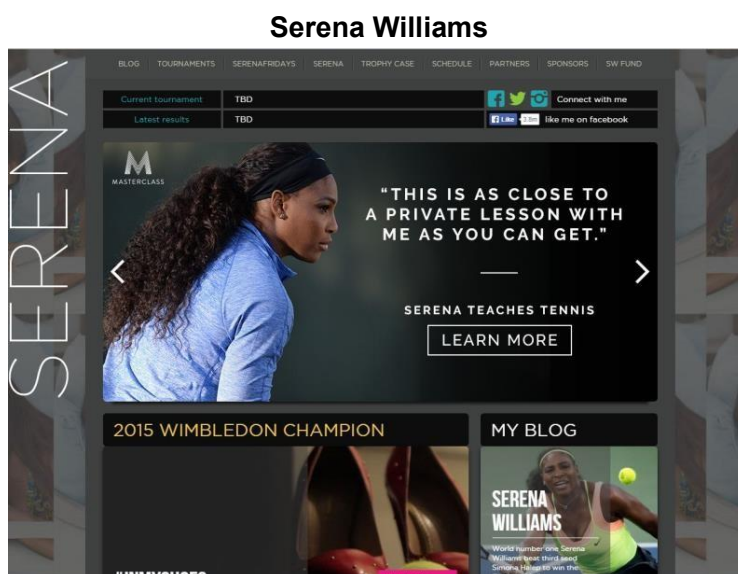


keep his brand in the good graces of the public. First, he has embraced his funny side. Early in his career, James often allowed the pressure of greatness to cast a pall on his media interactions. He was so wary of backlash that he was apt to simply shut down his personality as a defense mechanism. Awkward interviews, forcedly stoic body language – it all amounted to a whole bunch of nothing in terms of brand building.

To reverse that trend, he's embraced endorsement opportunities that actually allow him to be himself. For example, he partnered with McDonalds' recent Snapchat campaign featuring behind-the-scenes footage of him fooling around with friends. He selfied and smiled his way through the campaign – perfect for the ephemeral nature of the platform – and came off as genuinely enjoying himself.

Finally, he's spent the past few years setting himself up for a career in the entertainment industry after his playing days are over. His recent role in the summer blockbuster *Trainwreck* was well received by critics and fans alike. This clearly wasn't a one-off. James has begun the process of building his own entertainment empire, Spring Hill Productions (named after the housing project he lived in with his mother during grade school), that handles projects both for and about him.

This is all coupled with the \$20 million he makes yearly in endorsements for shoes, cars, and soft drinks. The inevitable hiccups of his self-branding history are clearly behind him. LeBron is a business-savvy icon and his brand is here to stay – long after his playing days are behind him. He is, after all, the King.



Perhaps the only athlete on the planet who can match James for both athletic dominance and branding acumen is Serena Williams. In fact, one visit to her website reveals several aspects more commonly associated with corporations: documentation of her minority ownership of an NFL franchise, a highly professional and consistent blog presence, and even an outline of her many successful humanitarian pursuits.

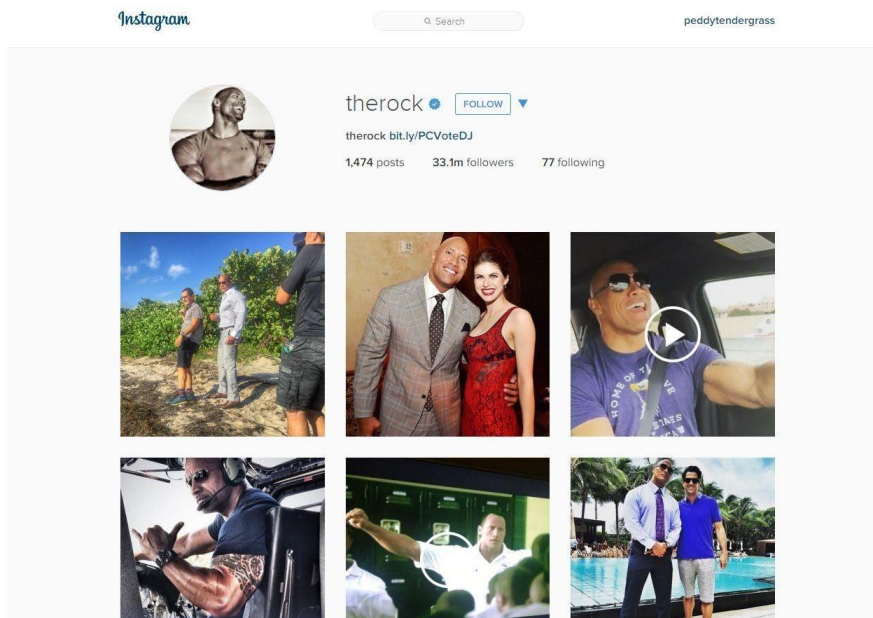
Williams, like LeBron, came into prominence as a teen. Her experience was a bit different though, as she had a partner to help her through the madness – her older sister. Serena and Venus stormed the national

consciousness together when they were 14 and 15, respectively, and never looked back. While Serena has, over the years, established herself as the superior player, the fact that she had a partner to share the unique and bizarre experience of adolescent celebrity status has certainly helped her navigate the precarious waters of personal brand-building.

Throughout her career, Williams has focused the branding aspects of her life on the fashion industry. Though endorsements from apparel companies were around long before her and her sister stormed America’s courts and hearts, Serena became the first to approach the endorsements as a way to make statements as opposed to just money. While some of the more conservative members of the tennis elite found her unprecedentedly colorful outfits offensive – there wasn’t much they could say once her dominance and charm continued to steamroll the competition. This interest in fashion has expanded beyond mere endorsements as she now is the owner of her own fashion line.

From early adulthood, Serena began dabbling in the entertainment industry, with credits on shows like *Law and Order*, *ER*, and *The Bernie Mac Show* throughout her twenties. Since then, she’s moved on to the big screen with roles in such high profile movies as *Pixels* and *7 Days in Hell*. She’s as charming on-screen as she is in interviews with the media, and for the most part, her roles have been well received. Ultimately, though, it’s her fashion industry foray that will really extend her career beyond her playing days.

### Dwayne “The Rock” Johnson



After ditching football for a career as a popular pro wrestler, Johnson adopted the nickname “The Rock” and used an ironically self-serious demeanor along with pun-based catchphrases to transcend wrestling into the national consciousness. Even with his wrestling career now in the rearview mirror, he’s still a giant of American pop culture – so how has he done it?

Johnson has embraced the natural transition from pro wrestler to Hollywood actor. While his previous line of work was a stepping stone into C-list fame, it put his body at severe risk of injury and was never

going to be a long-term career path. Unfortunately, not all people in that position have the foresight or the self-branding acumen to make that transition happen, but Johnson clearly did.

While his acting tends to be a bit stiff by professional standards, he's good enough to pass. Combine that with his brilliant social media presence – he's more than willing to engage with fans and have fun at his own expense. In fact, his most recent release, *San Andreas*, was the highest-grossing film of the year to date when it came out in May. That's impressive by any standards. He also recently starred in a premiere series on HBO, *Ballers*, that is returning for a second season in the coming months. As far as acting chops, it's not that anyone is confusing him with Marlon Brando, but that's not the point. His larger-than-life presence and natural charm have made him a magnet for box office success, and that's what will give his post-athletics career and personal brand real longevity.

Like LeBron and Serena, Johnson has also been active as a philanthropist. He and his ex-wife recently gave the University of Miami (his football and academic alma mater) the largest donation in school history and started his foundation for disadvantaged and terminally ill adolescents.

**Entrepreneurs representing a variety of sports and countries who are representative of key innovations that have shaped the development, sustainability and growth of the global sports industry.**

Included in this collection are biographies of Albert Goodwill Spalding who revolutionized the sporting goods industry in the latter nineteenth century after a career in baseball and baseball management. He was instrumental in attempts to spread baseball around the world and in bringing British champion golfer Harry Vardon to tour the USA in 1900. Similar to Spalding, the Slazenger brothers were also significant innovators in developing a modern sporting goods industry. Later examples of product innovators include Phil Knight of Nike and Bob McKnight of Quiksilver.

Other contributions focus on innovative sports leaders such as Effa Manley, the first woman to play a significant role which she did in Negro League Baseball in the USA. Conn Smythe, owner of the Toronto Maple Leafs and head of the National Hockey League is another example. More contemporary examples include Roman Abramovich who turned wealth earned after the end of communism in the Soviet Union to ownership and innovation at Chelsea Football Club in London, England, which he made one of the dominant clubs of the Premier League. Other direct investors in sport include Wang Jianlin from China who similarly converted wealth from a broad range of products into investment in Chinese and global sports brands. Mark Cuban, who made his initial foray into sports through acquired internet radio broadcasting rights, is one of the most innovative American entrepreneurs who owns, among many other brands, the Dallas Mavericks franchise in the NBA.

Mark McCormack revolutionized player brand management as well as the establishment of regular sports events. Tex Rikard was one of the early sporting event promoters perhaps best known for the Jack Dempsey – Gene Tunney boxing matches in the 1920s. Bill Veeck pioneered the gimmick to extend interest beyond pure fans of baseball. These pioneers began to shape an industry that became much larger than competitions between teams or individuals. Boone Arledge took event promotion to new levels as he transformed the ways in which sport was covered on television.

In our final contribution, by Rick Burton, profiles Michael Luscher, founder of start-up apparel company

POINT 3 Basketball. Luscher developed what he called DRYV technology which integrates a towel-like fabric into moisture wicking athletic apparel. The result was basketball apparel that allows players to wipe their wet hands and face while playing. It is an innovation no other athletic apparel company had brought to market. Like Spalding, Knight, McKnight and other, Luscher's innovation has enabled athletic performance, both at elite and recreational levels to advance.

Entrepreneurial innovation has driven the sports industry for 150 years. Innovation has been led frequently by those who saw into the future and ways in which the sports marketplace could evolve and change. Hugh "Huge Deal" McIntosh in Australia brought African-American cycling champion Marshall "Major" Taylor on tours to Australia as well as promoting the Jack Johnson versus Tommy Burns world heavyweight boxing match to Sydney in 1908. Tex Rickard picked up concepts that had been used by McIntosh. Adi Dassler, head of adidas, was the first to provide products directly to athletes in order to promote his brand at the Olympic Games beginning in 1936. His innovations, and those of his son, Horst, were adapted by Phil Knight as the athletic apparel sponsorship market grew exponentially between the 1970s and 2000.

# Self-Experiment

## Entrepreneurial Self-Assessment One

Source: FP<sup>2</sup> by CEED 2000

Participant's name: \_\_\_\_\_ Date: \_\_\_\_\_

Entrepreneurs possess common characteristics in varying quantities. Compare your characteristics to those common to entrepreneurs. Which do you possess now? Which can you develop over time?

My Characteristics	Rating				
	1 = Needs Improvement	2	3	4	5 = Excellent
	1	2	3	4	5
1. I have the confidence, drive, and energy level to be successful.					
2. I have the ability to set and achieve a goal.					
3. I tackle challenges and am willing to take a risk.					
4. I have initiative.					
5. I am willing to work hard.					
6. I am a highly motivated person.					
7. I am flexible and receptive to change.					
8. I am curious.					
9. I have a positive attitude.					
10. I am dependable and have a strong sense of commitment.					
11. I am resourceful.					
12. I am creative/innovative.					
13. I am punctual.					
14. I follow through on commitments.					
15. I am responsible.					



## Entrepreneurial Self-Assessment One, Continued

Source: FP<sup>3</sup> by CEED 2009

My Skills	Rating				
	1	2	3	4	5
1. Creative problem solving					
2. Researching					
3. Planning					
4. Decision making					
5. Written Communication (Overall)					
a. use comprehensible language					
b. use a neat attractive presentation					
c. communicate with fluency and confidence					
d. communicate relevant information/comments					
6. Spoken Communication (Overall)					
a. share my ideas					
b. encourage others to participate in discussion					
c. don't interrupt people when they are speaking					
7. Listening Communication (Overall)					
a. listen as much as I talk					
b. pay attention when others are speaking					
8. Working with others					
9. Organizing					
10. Goal setting					
11. Keeping records					
12. Managing finances					
13. Risk taking					
14. Accepting feedback					
15. Other:					





## A dashboard containing the SE training curriculum

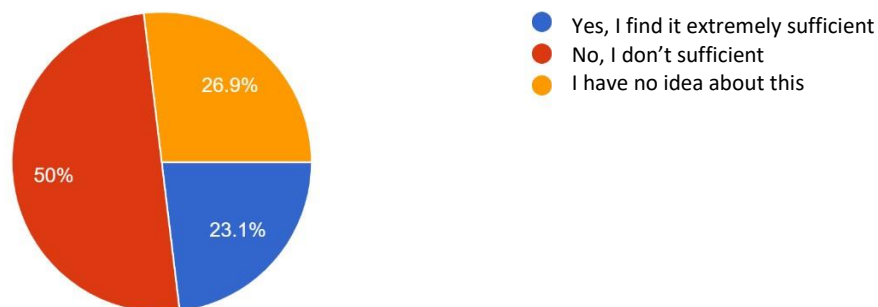
First of all, the results of the questionnaire will be presented as part of the national report since it was carried out throughout the country representing the outcome of the fair knowledge of the people around in relation to sports engagements.

### Participation of young migrants aged 18 – 30 in sports activities in EU?

As per first question which was related to the sufficient involvement of youth between 18 – 30 in sports activities and initiatives, and very clear here is the outcome where you can see half of the participators declared (NO) as a non-sufficiency of participation and tiny less than a quarter believe Yes and the rest of not knowing which is a very hard indicator about the sport engagement in EU sports activities by either citizen of EU or migrants and refugees.

Do you think that the participation of young migrants between the ages of 18 and 30 in Europe in sports activities is sufficient?

26 responses

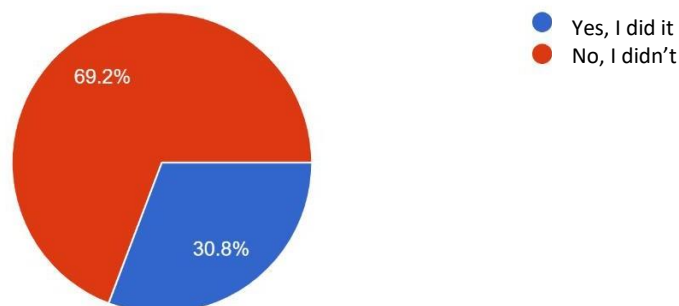


### Direct interaction with the same target group in Sport?

The indication is very simple of the direct interaction with the target group in the field of sport and as shown in the graph here, it is easy to indicate that 70% of the answers were negative which indicates and complementary to the first question knowing that it is not sufficient involvement of sports activities.

Have you already worked with the same target group in the field of sport?

26 responses

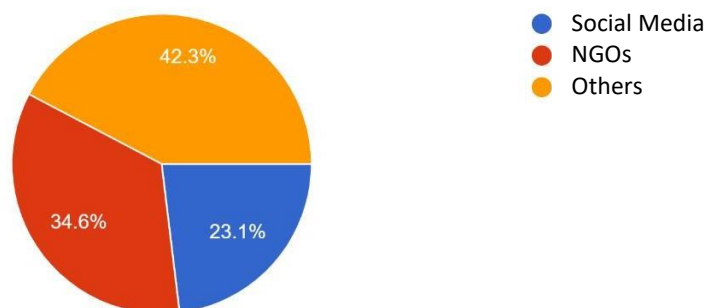


### The methods used to reach the target group

Indicated here the methods used to reach out to the target group and how can you communicate with them and out of the scale you can see that social media which is the main communication channel nowadays for the target group is the least communicated with them never the less much more than one third of the responses were with the direct interaction with the local and civil society NGOs.

Which of the following is the most effective channel for reaching the target group?

26 responses

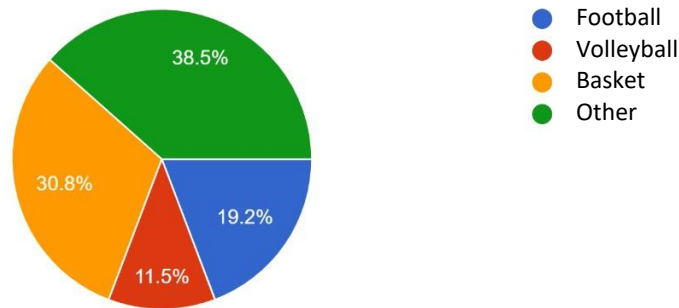


### Sports which get more interaction and being supported by the target group

Here is simple where it is indicated according to the responses we got, that basketball is one direct passion to our target group in Italy where the football didn't play the biggest role and this has been affected by lots of factors however, target group started to go out of the stereotype of sport that it has to be football due to the diversity in the ideas and promotions.

Within the framework of the project, which sports area of the target group do you particularly support?

26 responses



### Difficulties of participation

The awareness was always there but as the outcome of the survey led to that most of the participants found it hard to access the opportunities which can be because of many aspects identified in the last questions which can be easily overcome by different approaches and more awareness.

What is the biggest obstacle to participating in sport?

26 responses



## 2. Training Format

### Introduction

WELCOME SESSION	
LOs:	<ul style="list-style-type: none"> <li>● To evaluate different dimensions of the training course.</li> <li>● To celebrate the successful end of the activity.</li> </ul>
Duration:	90 min
Materials needed:	<ul style="list-style-type: none"> <li>● Stationary</li> <li>● Set of cards with names of famous people, cities and geographical features for the presentation games</li> <li>● Printed copy of the icons needed for „The Factory “</li> <li>● Expectations game.</li> </ul>
Preparation:	The welcome session may adopt many different formats and vary largely from one group to another, according to participants background and hosting organization information needs.
Description:	<p><b>PART 1 - 15 minutes</b> In almost any training course, a brief formal presentation is a must. Usually, the aims of the activity are outlined. Time is also given to talk briefly about the background of the course. This is also the right time to introduce the team of trainers who will deliver the sessions. The formal presentation comes many times with a quick presentation of the entity organizing the event.</p> <p><b>PART 2 - 30 minutes</b> In order to complete the round of presentations, participants, needless to say, will have the opportunity to introduce themselves. In order to do so, a participatory game will be proposed: The Couple Game. Each participant will receive a card with the name of a famous person (or fantasy character), a city and a geographical feature. In the first round, participants will have to look for the famous person matching with their own character; in the second round, will have to group according to the country of the city; and in the last round, will have to search other geographical features of the same continent. In every round, a proposal of conversation topic will be provided by the team of trainers in order to ease the communication.</p> <p><b>PART 3 - 30 minutes</b></p>

A set of logistics tasks are usually connected to each and every training activity. In order to ease their execution, the following activity is proposed, the logistic fair. Four areas will be arranged and participants will be asked to go from one to another, making sure they have gone through all the areas. No fixed order is given.

**-Pictures.** A picture of each participant will be taken.

**-Logistic information.** Relevant logistic information will be explained to the participants, including.

**-Cohabitation rules.** The participants will freely propose a set of cohabitation rules to ensure a smooth run of the training course. For instance, punctuality or cell phones on silence mode.

**-Signature sheet.** Participants will confirm their attendance to the course by signing up the sheet.

Once all the participants have gone through the four tables, a summary of the cohabitation rules will be presented to the participants and agreed in plenary.

#### **PART 4 - 15 minutes**

The Factory is the name of the activity that will be run in order to delve into the participants' expectations, namely hopes, fears and expected contributions. The factory is not a one-off dynamic. On the contrary, goes along the whole training course and participants can update their expectations permanently.

The activity goes around a board. It's divided into two halves. On the left side, three icons can be found: a smiley face, a bulb and a sad face. On the right side, a suitcase and a recycle bin.

Participants are asked to write down their expectations on post-its (one post-it per idea) and to post them on the board according to the following rule:

- Green Post-it – Hopes – SMILEY FACE
- Orange Post-it – Contributions – BULB
- Pink Post-it – Fears – SAD FACE

Throughout the training course and especially in the Final Evaluation session, participants will be asked to come back to the board and move their post-it following the next rule:

- If the expectation (Hope, Contribution or Fear) is fulfilled, then it will move to the Suitcase as a symbol of what participants bring back home.
- If the expectation (Hope, Contribution or Fear) did not become true, it will move to the Recycle Bin, stating that it remains in the course.

By the end of the training course, the ideal situation Hopes and

	Contributions on the Suitcase and Fears on the Recycle Bin. Thus, the later were fulfilled and the newer did not became true.
Learn check/ Debriefing:	<p>Checking the harmony between the participants, getting to know each other, and explore the strengths of each participant.</p> <p>How did you feel?</p> <p>How was the experience working with a mixed team from different nationalities and backgrounds?</p> <p>Why the team roles were divided like this?</p> <p>Leave a comment on the way you organized yourselves?</p>

The chaotic juggling machine	
LOs:	Teambuilding, icebreaking, remembering the names of the people in the group, brain stimulation, improving hand-eye coordination and reflex, increasing the energy level.
Duration:	20-30 Mins
Materials needed:	<ul style="list-style-type: none"> <li>● Materials: juggling balls (or other balls suited to the palm size of the players, easy to throw and catch with one hand)</li> <li>● as many balls as players</li> <li>● preferably the balls in different colours</li> </ul>
Preparation:	<p>Instructions:</p> <p>The warm up phase:</p> <ul style="list-style-type: none"> <li>● players standing in a circle, facing the middle</li> <li>● one player (the facilitator) holds one ball and has a bag or a basket with the rest of the balls in front of them</li> <li>● the facilitator says the name of another person in the circle and throws the ball towards this person</li> <li>● the next person says the name of another person in the circle and throws the ball towards that person, and so on</li> <li>● it's important to remember the name of the person that you throw to!</li> <li>● after throwing the ball to someone else the player crosses their arms on the chest</li> </ul>



	<ul style="list-style-type: none"> <li>● players keep saying names and passing the ball between each other (every time crossing their arms on the chest after having thrown the ball to another person)</li> <li>● you cannot throw the ball to a person with their arms crossed on the chest</li> <li>● the last person without their arms crossed throws the ball to the facilitator</li> <li>● the warm up phase has ended</li> <li>● everyone should remember the person they threw the ball to</li> </ul>
Description:	<p>→ The game phase:</p> <ul style="list-style-type: none"> <li>● similarly, as in the warm up phase, the players will keep passing the balls between each other</li> <li>● during the game players don't cross their arms on the chest</li> <li>● everyone should always pass the ball to the same person as in the preparation phase</li> </ul> <ul style="list-style-type: none"> <li>● First round: <ul style="list-style-type: none"> <li>- the facilitator starts the game by passing the ball to the second person</li> <li>- the second person passes the ball to the third person, and so on</li> <li>- when the ball gets back to the facilitator, they ask the group if they think they would manage to have two balls being passed around at the same time</li> <li>- in the following rounds each player can have maximum one ball in their hands at a time (you shouldn't pass a ball to a person who has another ball in their hands at the moment)</li> <li>- if a player receives a ball when they already had one ball in their hands and they end up with two balls in their hands, they show the two balls to the previous person in the sequence, and the person that passed the second ball too early has to do a squat as a "punishment"</li> <li>- you cannot pass a ball to a person which is doing a squat at the moment</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>● Second round: <ul style="list-style-type: none"> <li>- the facilitator starts the game by passing the first ball to the second person, just like before</li> <li>- while the first ball is being passed around, the facilitator introduces the second ball into the game by passing it to the second person, so two balls are being passed around at the same time</li> <li>- when the first ball gets back to the facilitator they put it down, the same with the second ball</li> <li>- the facilitator asks the group if they think they would manage to have three or more balls being passed around at the same time</li> </ul> </li> </ul>

	<p>Third round:</p> <ul style="list-style-type: none"> <li>- the facilitator starts the game by passing the first ball to the second person, just like before</li> <li>- while the first ball is being passed around, the facilitator introduces a second ball into the game by passing it to the second person, and after a third ball, so three balls are being passed around at the same time</li> <li>- the facilitator keeps adding the balls until the group manages to pass the balls around</li> <li>- at any moment the group can have a discussion on the strategy and the specific things they could improve</li> </ul> <p>- Fourth round:</p> <ul style="list-style-type: none"> <li>- the facilitator presents the special ball (it has to be easy to distinguish it from the regular balls, for example by the colour)</li> <li>- when the special ball will appear in the game, instead of throwing it like all the other balls you have to roll it on the ground (you can also invent a different rule for the special ball)</li> <li>- like in the third round, the facilitator starts the game and keeps adding more balls</li> <li>- the facilitator introduces the special ball at any time that they want</li> <li>- The ultimate challenge of the game is to reach the number of balls being passed at the same time which will be equal to the number of the players minus one (for example 15 balls if there are 16 players including the facilitator)</li> </ul>
<p>Learn check/ Debriefing:</p>	<p>Checking the harmony between the participants, getting to know each other, and explore the strengths of each participant.</p> <p>How did you feel?</p> <p>How was the experience working with a mixed team from different nationalities and backgrounds?</p> <p>Why the team roles were divided like this?</p> <p>Leave a comment on the way you organized yourselves?</p>

<h2 style="text-align: center; color: white;">Together we reach further</h2>	
<p>LOs:</p>	<p>Developing trust and reliance on team members. working together in a hand-to-hand atmosphere Build a stronger team spirit and cooperation</p>
<p>Duration:</p>	<p>60 mins</p>
<p>Materials needed:</p>	<p>Bibs, footballs, small balls.</p>

<p>Description:</p>	<p>The Trainer will divide the participants in two or four teams. Each team has its own “base” in one of the two sides or four corners of the square field. In the middle of the field, the Trainer will spread coloured small balls inside a hoop.</p> <p>The Trainer will explain the purpose of the game and the rules:  <i>For each round, each group should choose one member to take the challenge set by the Trainer. The rest of the team is supporting and cheering their teammate in order to complete the challenge.</i></p> <p><b>Challenge one:</b> One representative per team will walk/run to the middle of the field and pick only one ball at the time from the hoop trying to gather as many as balls as possible.</p> <p><b>Challenge two:</b> One representative per team will go side walking to the middle of the field and pick only one ball at the time from the hoop trying to try to gather as many as balls as possible.</p> <p><b>Challenge three:</b> One representative per team will start from a sitting position and walk/run to the middle of the field, sit down and pick only one ball at the time from the hoop trying to try to gather as many as balls as possible.</p> <p><b>Strategy moment:</b> the Trainer will give 5 minutes to the teams in order to develop a strategy before the third round (5 min).</p> <p><b>Third round:</b> participants will play with the rules of challenge two, putting into practice the strategy they decided in step 6 (15 min).</p> <p style="text-align: center;"><b>Variation:</b></p> <p>The Trainer can adapt variations according to the level of the group.</p> <ul style="list-style-type: none"> <li>● All members of the team take turns in the challenges</li> <li>● Each team can have a colour assigned. In this case, team representatives will have to pick only the balls of the colour of the team. If they pick up a ball of the wrong colour, they will have to go back to their team area and then try again.</li> <li>● Team members can be blindfolded for one round.</li> <li>● Instead of the colour, the Trainer can use balls of different materials/textures.</li> </ul> <p>The trainer should always introduce the easiest version of the activity first and then can move on to the different variations according to the level of the participants.</p> <p>During the workshops, the trainer always needs to be supportive and ready for intervention in case of an emergency.</p> <p>Specific attention should be given to the debriefing/evaluation at the end of each workshop.</p>
<p>Learn check/ Debriefing:</p>	<p>At the end of the session the Trainer will have a debriefing with all the participants to receive their feedback regarding the workshops.</p> <p><b>Debriefing:</b></p>

	<p>The Trainer will engage the participants in a debriefing session, using visual material with pictures, emojis etc. (10-15 min).</p> <p><b>Questions:</b></p> <ul style="list-style-type: none"> <li>• How did you feel in this workshop?</li> <li>• For the members doing the challenges: did you feel supported by your team?</li> <li>• For the teams: did you feel frustrated during the challenges? Do you think that you were capable of supporting your team member?</li> <li>• How did you choose the member that should do the challenge?</li> </ul> <p>How did you come up with a strategy?</p>
--	---

TEAM BUILDING	
LOs:	<p>What will participants learn from this activity/session?</p> <p>To create a sharing platform for participants.</p>
Duration:	<p>How long will the activity/session be?</p> <p>Depending on the number of participants, 45 minutes approximately.</p>
Materials needed:	<p>Which materials will the trainer need to implement this activity/session?</p> <ul style="list-style-type: none"> <li>• A watch</li> <li>• Paper tape</li> <li>• A black marker</li> </ul>
Preparation:	<p>What will the trainer need to prepare to implement this activity/session?</p> <ol style="list-style-type: none"> <li>1. Make sure you have your watch ready, in order to keep track of time.</li> <li>2. Make sure that all participants have name tags, placed in a visible position. In case they don't, provide them with a piece of paper tape and the marker in order to write their name on it and then stick it on themselves.</li> </ol>

	<p>3. You'll need a big room with a lot of space to fit all of the participants.</p> <p>4. Prepare some basic topics for the participants to cover, (e.g. Name, Department, Country of origin, years in the company, hobbies, etc.) that you think fit the profile of the participants.</p>
<p>Description:</p>	<p>Here goes a detailed description of the activity/session.</p> <p>Instructions should be clear and written as if who is going to implement the session/activity has no previous knowledge on the topic.</p> <p>You need to divide participants in two, equal, groups. They have to create 2 circles, one inside the other. The first group makes a circle that is facing outwards and the second group creates a second circle, around the first group. That way every participant of the second group has someone opposite to them from the first group. Essentially, speed dating is a series of consecutive 3-minute rounds. Note that only one of the two circles will move so, before the first round starts, make sure that you have made clear to the participants which circle is supposed to move and also set the direction of the rotation. That way you will avoid making a mess and losing time.</p> <p>In order to break the ice, tell the participants to cover in every round some basic things (e.g. Name, Department, Country of origin, years in the company, hobbies, etc. They need to be the same for each round) in order to make them start sharing. After they have covered the aforementioned topics, they can talk about anything else they want to.</p> <p>After the 3 minutes of each round have passed, you make a signal so the outer circle moves one position to the left, and so on.</p>
<p>Learn check/ Debriefing:</p>	<p>How will the trainer check the learning achievements of the participants?</p>

	<p>By the end of this activity, participants are expected to be aware about the background of the rest of the group, and trainer will check that by asking them questions such as:</p> <ol style="list-style-type: none"> <li>1. Did you enjoy the activity?</li> <li>2. What did you find out about other people?</li> </ol>
Tips for the Trainer:	Is there anything that the trainer should take into consideration?
Handouts:	<p>Does the activity/session require any particular document or tool? What is it? How is it used?</p> <p>NO</p>
References:	<p><b>Background</b></p> <p><b>Speed dating is a formalized matchmaking process of dating system whose purpose is to encourage people to meet a large number of new people. Its origins are credited to Rabbi Yaacov Deyo of Aish HaTorah, originally as a way to help Jewish singles meet and marry. SpeedDating, as a single word, is a registered trademark of Aish HaTorah. Speed dating, as two separate words, is often used as a generic term for similar events.</b></p> <p><b>The first speed-dating event took place at Peet’s Café in Beverly Hills in late 1998.</b></p>

Giants, Wizards, Elves Game	
LOs:	<p>What will participants learn from this activity/session?</p> <p>The participants will foster teamwork while making team decisions and acting in their characters.</p>



Duration:	How long will the activity/session be? 25 minutes
Materials needed:	Which materials will the trainer need to implement this activity/session? NONE
Preparation:	What will the trainer need to prepare to implement this activity/session?  Giants, Wizards, and Elves is an icebreaker that is similar to Rock, Paper, Scissors — except more hilarious! It’s also a versatile game — it works in groups of all sizes, including large groups of 50 or above.  This icebreaker game involves two teams and requires no special materials to play. It works both indoors and outdoors, so go ahead and have fun!
Description:	Here goes a detailed description of the activity/session.  Instructions should be clear and written as if who is going to implement the session/activity has no previous knowledge on the topic.  <b>Setup for Giants, Wizards, and Elves</b>  This game involves two teams who will act as one of 3 characters: giants, wizards, and elves. When a player acts out a character, he or she does the specific hand motions and also makes the noise associated with the character.  <ul style="list-style-type: none"> <li>● <b>Giants.</b> Stand on your tippy toes, raise your arms like a giant, and make a menacing growling noise: “Rarrr!”</li> <li>● <b>Wizards.</b> Crouch slightly, as wizards are a bit shorter. Wave your fingers as though you’re casting a magical spell, and make a magical noise: “Shaazaam!”</li> <li>● <b>Elves.</b> Crouch down very low, cup your hands around your ears, and make a high pitched elf noise: “Eeeee!”</li> </ul> <p>Make sure everyone knows the motions and sounds. Feel free to practice until everyone knows how to become each character. Split everyone into two teams and divide them into separate sides of the room. For each round, both teams huddle and choose to become a giant, wizard, or elf. When ready, both teams then line up and stand facing each other, about five or six feet apart. At the start of each round, the leader says “Three, two, one, go!!” At this point, each team acts out the character they chose (giant, wizard, or elf). As soon as they do this, the winner tries to grab the loser — as many</p>

	<p>people over to their side as they can. The loser tries to retreat back to their own side to be safe for that round. If captured, a person now belongs to the other team. The following determines who beats who:</p> <p>Giants beat elves, because giants are able to “squash” elves. Elves beat wizards because they outsmart them. Elves chew at their legs. Wizards beat giants because they are able to zap them with a magic spell. If both teams show the same character, no one wins. Rounds keep repeating until one team wins (the other team is completely captured).</p>
Learn check/ Debriefing:	<p>How will the trainer check the learning achievements of the participants?</p> <p>Trainer will check learning achievement by asking following questions:</p> <ol style="list-style-type: none"> <li>1. How did you make decisions as a group?</li> </ol> <p>Was it difficult to choose a character as a group?</p>
Tips for the Trainer:	<p>Is there anything that the trainer should take into consideration?</p> <p>Adjust the character movements to the needs of the group, such as people with disabilities or difficulties.</p>
Handouts:	<p>Does the activity/session require any particular document or tool? What is it? How is it used?</p> <p>NO</p>

## Sports management and entrepreneurship

Sports Marketing Challenge	
LOs:	<p>This activity provides participants with an immersive experience in sports marketing and allows them to apply their creativity and strategic thinking to develop a comprehensive marketing plan. It also promotes teamwork, communication, and critical analysis of target markets and marketing strategies.</p>
Duration:	<p>100 – 120 mins</p>

Materials needed:	<ul style="list-style-type: none"> <li>● Flipchart paper or a whiteboard</li> <li>● Markers or coloured pens</li> <li>● Sticky notes</li> <li>● Printed templates (optional)</li> </ul>
Preparation:	<p><b><u>Introduction:</u></b></p> <p>Begin by introducing the concept of sports entrepreneurship and the importance of marketing in the sports industry.</p> <p>Provide a brief overview of different marketing strategies and techniques commonly used in sports marketing.</p> <p>Share examples of successful sports marketing campaigns or initiatives to inspire participants.</p> <p><b><u>Objective:</u></b></p> <p>The objective of this activity is to provide participants with a hands-on experience in sports marketing, encouraging their creativity, strategic thinking, and problem-solving skills within an entrepreneurial context</p> <p><b><u>Team Formation:</u></b></p> <p>Divide participants into small teams of 4-6 members.</p> <p>Encourage diversity within the teams to bring different perspectives and skills to the activity.</p>
Description:	<p><b><u>Identifying a Sports Business Idea:</u></b></p> <p>Instruct each team to brainstorm and identify a unique sports-related business idea that they would like to develop further.</p> <p>The business idea can be a sports product, service, event, or any innovative concept related to sports entrepreneurship.</p> <p>Each team should write their idea on a sticky note and present it to the group.</p> <p><b><u>Target Market Analysis:</u></b></p> <p>Instruct teams to conduct a target market analysis for their sports business idea.</p>

They should identify their target audience, analyse their needs and preferences, and understand their behaviour.

Teams can create a profile of their target market on flipchart paper or using printed templates.

### **Marketing Strategy Development:**

Ask each team to develop a comprehensive marketing strategy for their sports business idea.

They should consider the 4 Ps of marketing (Product, Price, Place, Promotion) and how they apply to their concept.

Teams should outline their marketing goals, determine the key messages they want to convey, and identify suitable marketing channels and tactics.

### **Marketing Plan Presentation:**

Give each team an opportunity to present their marketing strategy and plan to the rest of the participants.

Encourage teams to use visual aids, such as posters or slides, to support their presentations.

After each presentation, allow time for questions and feedback from other participants.

### **Evaluation and Discussion:**

Facilitate a discussion about the various marketing strategies presented, highlighting the strengths and weaknesses of each approach.

Encourage participants to share insights, lessons learned, and constructive feedback for improvement.

### **Wrap-up and Reflection:**

Conclude the activity by summarizing the key takeaways and lessons related to marketing in sports entrepreneurship.

	Allow participants to reflect on the experience and discuss how they can apply the knowledge gained in their own entrepreneurial endeavours.
Learn check/ Debriefing:	Evaluation in plenary, each group talks about what they experienced during the negotiations with other groups and evaluates their work, in the end other groups can also ask questions and discuss.  Facilitator concludes the activity with a short speech and an evaluation of the activity in general
Tips for the Trainer:	//
Handouts:	Some examples of current sport business entities.
References:	//

UNDERSTANDING SOCIAL ENTREPRENEUR	
LOs:	<ul style="list-style-type: none"> <li>- To provide understanding of social entrepreneurship.</li> <li>- To emphasize on the difference between traditional and social entrepreneurship.</li> </ul>
Duration:	60 minutes
Materials needed:	Printed cards with the contents covered in the mind map
Preparation:	//
Description:	<p>PART 1 - 10 minutes Section 1: Definition of entrepreneurship (<a href="https://prezi.com/view/Ea10ZvoJEXkiQuJaO2OR/">https://prezi.com/view/Ea10ZvoJEXkiQuJaO2OR/</a>) Topics covered: Business, social enterprises, entrepreneurship, innovation...</p> <p>PART 1 - 30 minutes Section 2: How to become an entrepreneur Topics covered: Funding opportunities, Support: trainings, business mentoring, working space supporting organizations, EU programs), Hard Competences: legal framework, finance, accounting,</p>

	<p>business models Soft Competences: effective communication, leadership, teamwork, planning skills, negotiation skills).</p> <p>PART 1 - 20 minutes Section 3: Social entrepreneurship (SE) Topics covered: -Social entrepreneurship (SE): Concept of SE (Social improvement &amp; social transformation), responsible management, risk taking, for-profit, business management tools, innovation, etc. -Differences between entrepreneurship and social entrepreneurship. Stating the point that social entrepreneur -Examples of Social Enterprises. For example, Ukrainian enterprises - <a href="https://sway.com/">https://sway.com/</a></p>
Learn check/ Debriefing:	<p>What were your initial expectations and goals for this social entrepreneurship activity? Reflect on your personal learning experience during the activity. What new insights or skills did you acquire? How did the activity promote teamwork and collaboration among participants? Share specific examples. Discuss the social issue or challenge that your social entrepreneurship project aimed to address. Did your understanding of the issue evolve or change throughout the activity? What were the main obstacles or challenges you encountered during the activity, and how did you overcome them?</p>

STRUCTURES FOR ENTREPRENEURS	
LOs:	<ul style="list-style-type: none"> <li>To make participants aware of the main resources available for entrepreneurs: training &amp; mentoring, working spaces, support networks, etc.</li> </ul>
Duration:	80 minutes
Materials needed:	<ul style="list-style-type: none"> <li>- Four computers with internet connection</li> <li>- Background materials on the given topics</li> <li>- Stationary</li> </ul>
Preparation:	<ul style="list-style-type: none"> <li>- The lay-out of the room have to be arranged by setting four working spaces possibly not too close to each other to avoid disturbance between groups.</li> <li>- Each working space will be equipped with a laptop, the corresponding set of background materials and the list of keywords.</li> </ul>

<p>Description:</p>	<p><b>PART 1 - 5 minutes:</b>  The facilitator of the activity will firstly provide a general description about their task and afterwards will divide participants in four groups, making sure that the meaning of each concept is properly understood by everyone:</p> <ol style="list-style-type: none"> <li>1. Mentoring + training structures,</li> <li>2. Incubators + Accelerators,</li> <li>3. Supporting organizations,</li> <li>4. Other Resources.</li> </ol> <p><b>PART 2 - 25 minutes</b>  Each group will be tasked to explore deeply the topic given and to prepare an info sheep on it.  One computer per group, background materials and a list of keywords (with key points to focus on) will be provided to facilitate the documentation process.</p> <p><b>PART 3 - 30 minutes</b>  The next stage of the activity will adopt the World Cafe methodology. The aim of the activity is both to make participants aware of the resources found by the other groups and to allow them to contribute with their knowledge and expertise.  The World Café Methodology runs as follow. One person per group remains and become group moderator. The rest of the group move in turns from one table into another and stays ten minutes in each of the remaining tables. That's three rounds of ten minutes each). Group moderator task is to describe findings and informations about the particular topic. It's also entitled to ask each group for their knowledge/experience about the topic and add it to the existing sheet.</p> <p><b>PART 4 -15 minutes</b>  Once the World Café is completed, the facilitator will run a quick debriefing of the activity, summarizing the main findings of each table and gathering feedback of the session.</p>
<p>Learn check/ Debriefing:</p>	<p>What were your initial expectations and goals for this social entrepreneurship activity?  Evaluate the effectiveness of the non-formal learning methods used in the activity (e.g., workshops, simulations, role-plays). How did these methods contribute to your understanding of social entrepreneurship?  Reflect on the impact of the activity on your motivation and commitment to social entrepreneurship. Did it reinforce your interest or inspire new ideas?  What connections or networks did you establish during the activity that could support your future social entrepreneurship endeavors?  Identify any areas of improvement or suggestions for enhancing similar non-formal activities in the future.</p>



	Share your vision for the long-term impact of your social entrepreneurship project and how you plan to implement it.
--	--

BUSINESS MODELS - CANVAS	
LOs:	<ul style="list-style-type: none"> <li>- To get better understanding about Canvas and its practical usage.</li> <li>- To make participants aware of the importance of a detailed business analysis.</li> </ul>
Duration:	160 minutes (with a 15 minutes break)
Materials needed:	<ul style="list-style-type: none"> <li>- Logos of the nine blocks of the Canvas model printed in A4 format</li> <li>- Questions about each one of the nine blocks of the Canvas model.</li> <li>- Nine copies of the brief information about Coca Cola Company</li> <li>- Four copies with brief information of the Case Study</li> <li>- Stationary</li> </ul>
Preparation:	<p>The lay-out of the room will consist of nine tables, if possible, not very close one from another in order to avoid disturbance between groups.</p> <p>The CANVAS methodology is a highly intuitive tool and very easy to work with. Therefore, it's a perfect tool for those participants with a weak background on business development.</p>
Description:	<p><b>PART 1 - 30 minutes:</b> Participants will split into nine groups and will be assigned to a different table, representing each table one of the nine Canvas blocks. The task to be done is exploring a well-known product (Coca Cola) from the nine dimensions of the Canvas model. In every table there will be the same brief about the company and a set of questions about that block. Every team will have to answer the given questions on an A3 poster. Interaction between the groups is simply needed in order to gather the information required to answer the given questions.</p> <p><b>PART 2 - 40 minutes:</b> In the second stage of the session, the groups will rotate from one table to another in terms of three minutes. They will read the brief description about the block, the questions and the answers provided by the first group. If they have another answer to the questions, they should write it down on the A3 paper.</p>

	<p><b>PART 3 - 20 minutes:</b> The facilitator of the activity will group to introduce their blocks and explain and discuss their answers in plenary. Since this part should be the most informative and theoretical in the session, the trainer will go deeper into the explanation of the blocks and make comments if needed.</p> <p><b>PART 4 - 30 minutes:</b> Once the Canvas model has been properly explained, participants will be asked to put the learnings into practice. They will be divided into four groups, and each group will be given a brief portfolio with information about a future business, the same for everyone in order to guarantee a deeper implication in the process. All the groups will be asked to develop the whole Canvas model for the given business. Meanwhile, the trainer will go around the tables and help the participants by answering their questions or clarifying certain ideas. At this moment, interaction among groups will be avoided.</p> <p><b>PART 4 - 25 minutes:</b> At last, one of the groups will briefly present and fill in the Canvas model. In order, the remaining groups will complete the Canvas model and point out their differences with the previous groups. The presentation of the same ideas and approaches will be avoided and only the differences will be discussed. The time for presentations is as follows:</p> <p><b>BUSINESS MODELS - CANVAS</b> 1st group – 10 min 2nd group – 7 min 3rd group – 5 min 4th group – 3 min</p>
Tips for the Trainer:	<p><b>TRAINER(S):</b> Number of trainers: One Profile of trainers: Trainer with wide knowledge about business modelling in general and Canvas methodology in particular.</p>

<b>BUSINESS PLAN</b>	
LOs:	<ul style="list-style-type: none"> <li>- To provide a general overview of the business plan as a key tool for the design of business projects.</li> <li>- To make participants aware of the importance of a detailed business analysis.</li> </ul>

Duration:	30 minutes
Materials needed:	<ul style="list-style-type: none"> <li>- PowerPoint presentation or slides printed out about the Business Plan</li> <li>- Stationary</li> </ul>
Preparation:	No prior preparation required
Description:	<p>The business plan is often a key requirement for many funding opportunities such as loans or contests. That's why will be covered in this session.</p> <p>Based on the contributions of the participants and relying on the support of a PowerPoint presentation, the facilitator of the activity will disclose the main parts of a business plan and the benefits of drafting one.</p>
Learn check/ Debriefing:	<p>Describe the business idea or concept you worked on during the activity. How did it evolve throughout the planning process?</p> <p>Discuss the process of developing a business plan. What specific steps or methodologies did you use, and how effective were they?</p> <p>Evaluate the strengths and weaknesses of your business plan. What aspects do you consider to be its greatest strengths, and what areas could be improved?</p> <p>Discuss the market analysis you conducted for your business idea. What insights did you gain about the target market, competition, and potential customers?</p>

<b>Sports Marketing Challenge: Branding Your Team</b>	
LOs:	The objective of this activity is to provide participants with hands-on experience in developing a sports marketing and branding campaign for a team or sports organization.
Duration:	2-3 hours
Materials needed:	<p>Whiteboard or flipchart</p> <p>Markers</p> <p>Paper and pens for participants</p> <p>Laptop or projector (optional)</p>

<p>Description:</p>	<p>Introduction:</p> <ol style="list-style-type: none"> <li>Begin by introducing the concept of sports marketing and branding campaigns. Explain their importance in promoting teams and organizations.</li> <li>Discuss successful sports marketing campaigns and their impact on brand recognition and fan engagement.</li> <li>Present a brief overview of the activity and its objectives.</li> </ol> <p>Team Formation:</p> <ol style="list-style-type: none"> <li>Divide participants into teams of 4-5 members.</li> <li>Encourage diverse skill sets within each team, such as marketing, design, and creativity.</li> </ol> <p>Case Study Analysis:</p> <ol style="list-style-type: none"> <li>Provide each team with a case study of a real sports team or organization that has successfully executed a marketing and branding campaign.</li> <li>Instruct the teams to analyse the case study, identifying the key elements that contributed to its success.</li> <li>Encourage discussions within each team to gather insights and observations.</li> </ol> <p>Campaign Brainstorming:</p> <ol style="list-style-type: none"> <li>Instruct each team to brainstorm and develop a sports marketing and branding campaign for a fictional sports team of their choice.</li> <li>Teams should consider the target audience, goals of the campaign, unique selling points, and strategies to enhance brand recognition and fan engagement.</li> <li>Encourage creativity and innovation in campaign ideas.</li> </ol> <p>Campaign Presentation:</p> <ol style="list-style-type: none"> <li>Each team presents their campaign to the rest of the participants.</li> <li>Teams should outline their campaign strategies, key elements, and the rationale behind their choices.</li> <li>Allow time for questions and feedback from other participants.</li> </ol> <p>Reflection and Discussion:</p> <ol style="list-style-type: none"> <li>Facilitate a group discussion on the different campaign ideas presented.</li> <li>Encourage participants to reflect on the challenges they faced during the activity and the lessons learned.</li> <li>Discuss the importance of sports marketing and branding campaigns in the success of sports teams and organizations.</li> </ol>
<p>Learn check/ Debriefing:</p>	<ol style="list-style-type: none"> <li>Summarize the key takeaways from the activity.</li> <li>Thank the participants for their engagement and participation.</li> </ol>

### 3. Research Report

#### Best practices

##### SPORT UP! FROM SPORT TO START-UP

<p><b>The Role of Entrepreneurship in Sports: A New Perspective on Young People  </b>  <b>(RES) Project Number: 2021-2-DK01-KA210-YOU-000049508</b>  <i>National Level Best Practices Research</i></p>	
<p><b>Name:</b>  <i>Project/Programme Title</i></p>	SPORT UP! FROM SPORT TO START-UP
<p><b>When:</b>  <i>When the project/programme was implemented (please specify if the project/programme is still ongoing)</i></p>	The project lasted eight months starting in May 2019 and ended in month of December 2019
<p><b>Where:</b>  <i>Where the project/programme is/ was held (city, country)</i></p>	Rome, Italy
<p><b>Who:</b>  <i>Name of the Coordinating Entity</i></p>	ASSOCIAZIONI SPORTIVE E SOCIALI ITALIANE (ASI)
<p><b>Objectives:</b>  <i>General and Specific Project Objectives</i></p>	<ul style="list-style-type: none"> <li>• make those who run a club, a sports facility or a gymnasium aware of their role as entrepreneurs’ sports facility or gymnasium</li> <li>• provide the entrepreneur with the method and skills to better manage his or her role</li> <li>• support associated non-profit entities in developing an entrepreneurial awareness</li> <li>• support young people and over 50 in the realisation of innovative start-ups in the sports</li> <li>• provide information on development opportunities related to technological innovation and tourism.</li> </ul>
<p><b>Stakeholders of the project:</b>  <i>People and institutions contributing to the implementation of the</i></p>	N/A



<i>project/programme</i>	
<b>Beneficiaries:</b> <i>Which target group was involved (please specify the legal status and how many people were reached)</i>	<ol style="list-style-type: none"> <li>1. Managers, supervisors, managers and owners of sports clubs, sports facilities and associations, sports professionals (technicians, instructors, managers), non-profit already active to be brought into a new entrepreneurial dimension in terms of both of awareness and management understand, define and structure their idea project in order to realise it in the best possible way;</li> <li>2. Young people with start-up ideas and Over-50s who have left the world of work for various reasons and who intend to find a new working dimension in the</li> </ol>
<b>Financing:</b> <i>Budget and Program which financed the project/programme</i>	N/A
<b>Description:</b> <i>Detailed of the project/programme (please specify the activities/sessions/modules and methodologies implemented)</i>	<p>The SPORT UP! FROM SPORT TO START UP that SPORTS AND SOCIAL ASSOCIATIONS associations intends to implement is aimed at:</p> <ol style="list-style-type: none"> <li>1) supporting both the small sports 'entrepreneur' and the 'sports professional', as well as the many small non-profit enterprises that revolve around the world of sport to consolidate/structure their activities in a professional manner and to develop and experiment new business opportunities</li> <li>2) encourage aspiring entrepreneurs or sports professionals in the realisation of a new development opportunity also in the technological sphere</li> <li>3) encourage in-depth study of new development paths and entrepreneurial realisation in the world of sport.</li> </ol> <p>The information and training pathway envisaged for this project will be implemented using a mixed method of traditional training (in the classroom) and practical activities that will enable participants to make use of the knowledge acquired by putting it into practice in their own reality.</p>
<b>Results achieved:</b> <i>Describe the quantitative and qualitative results achieved</i>	<p>The event featured thematic workshops, laboratories, and meetings with industry experts, business coaches, and associate and</p>

	non-member entrepreneurs who shared their experience.
<b>Innovation:</b> <i>Specific Characterisation of the project/programme in the field of upskilling adult migrants</i>	
<b>Empowerment:</b> <i>Describe the specific impact generated by the project/programme in terms of empowerment</i>	The event will feature thematic workshops, laboratories, and meetings with industry experts, business coaches, and associated and non-associated entrepreneurs who will share their experience.
<b>Website:</b> <i>Link of the project/programme (if available)</i>	<a href="https://www.asinazionale.it/notizie/sport-e-start-up-binomio-verso-il-futuro/">https://www.asinazionale.it/notizie/sport-e-start-up-binomio-verso-il-futuro/</a>
<b>Contacts:</b> <i>(if available)</i>	segreteria@asinazionale.it <a href="mailto:alleanzasportiva@mypec.eu">alleanzasportiva@mypec.eu</a> segreteria.presidente@asinazionale.it

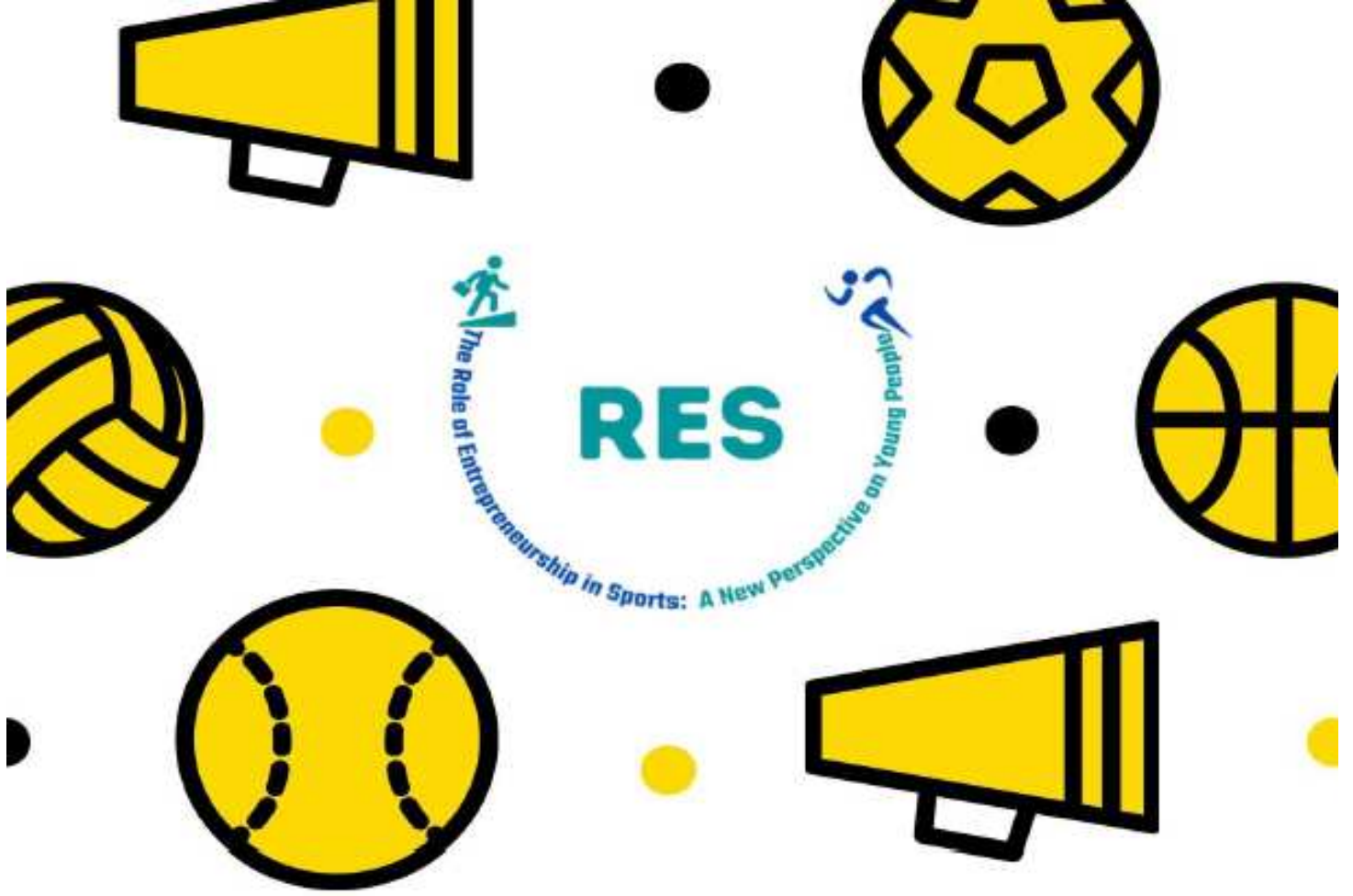
### Basket for Women

<p><b>The Role of Entrepreneurship in Sports: A New Perspective on Young People  </b>  <b>(RES) Project Number: 2021-2-DK01-KA210-YOU-000049508</b>  <i>National Level Best Practices Research</i></p>	
<b>Name:</b> <i>Project/Programme Title</i>	Basket for Women
<b>When:</b> <i>When the project/programme was implemented (please specify if the project/programme is still ongoing)</i>	START Jan 1 2020 - END Dec 1 2022
<b>Where:</b> <i>Where the project/programme is/ was held (city, country)</i>	Venafro, Molise (ITALY)
<b>Who:</b> <i>Name of the Coordinating Entity</i>	ASD PINK BASKET VENAFRO



<p><b>Objectives:</b> <i>General and Specific Project Objectives</i></p>	<p>The proposed initiative seeks:</p> <ul style="list-style-type: none"> <li>• to create a platform between female basketball clubs to compare ideas and approaches, exchange best practices, and promote equal opportunities for men and women in sport-related activities;</li> <li>• the ability to work internationally;</li> <li>• the improvement and diversification of methods for Each project partner's gender equality will improve the efficacy and efficiency of local actions, increasing the project's real-world effects.</li> </ul>
<p><b>Stakeholders of the project:</b> <i>People and institutions contributing to the implementation of the project/programme</i></p>	<ul style="list-style-type: none"> <li>• <b>BASKET CLUB GIRL BASKET RS Serbia</b></li> <li>• <b>SPORTNO DRUSTVO SENTVID - LJUBLJANA SI Slovenia</b></li> </ul>
<p><b>Beneficiaries:</b> <i>Which target group was involved (please specify the legal status and how many people were reached)</i></p>	<ul style="list-style-type: none"> <li>• female practitioners,</li> <li>• clubs' management</li> <li>• female coaches</li> </ul>
<p><b>Financing:</b> <i>Budget and Program which financed the project/programme</i></p>	<p>60,000 EUR</p>
<p><b>Description:</b> <i>Detailed of the project/programme (please specify the activities/sessions/modules and methodologies implemented)</i></p>	<p>The proposed project aims at developing a network among female basketball clubs to exchange good practices and compare ideas and approaches to encourage equal opportunities between male and female in sport activities. The possibility to operate at transnational level, in addition to improve and diversify the approaches to gender equality of each project partner, will enhance the efficiency and effectiveness of the local actions increasing the tangible impacts of the project</p>
<p><b>Results achieved:</b> <i>Describe the quantitative and qualitative results achieved</i></p>	<ul style="list-style-type: none"> <li>• to analyse and discuss, among clubs' managers, the barriers that reduce women's access to sports activities in the broad sense (practice, management, coaching) in order to identify possible solutions;</li> <li>• to promote female participation in training courses for basketball coaches;</li> <li>• to increase the participation of young girls to practice basketball;</li> </ul>

	<ul style="list-style-type: none"> <li>• to network with local and international organizations (public and private)</li> <li>• to design actions to promote the participation of female to sport activities.</li> </ul>
<b>Innovation:</b> <i>Specific Characterisation of the project/programme in the field of upskilling adult migrants</i>	N/A
<b>Empowerment:</b> <i>Describe the specific impact generated by the project/programme in terms of empowerment</i>	N/A
<b>Website:</b> <i>Link of the project/programme (if available)</i>	<a href="https://erasmus-plus.ec.europa.eu/projects/search/details/612951-EPP-1-2019-1-IT-SPO-SSCP">https://erasmus-plus.ec.europa.eu/projects/search/details/612951-EPP-1-2019-1-IT-SPO-SSCP</a>
<b>Contacts:</b> <i>(if available)</i>	Piero Atella piero.atella@hotmail.com



# Annex 1

2021-2-DK01-KA210-YOU-000049508





YOUR  
COMPLETE  
BUSINESS  
PLAN

---

# Business Plan

How to apply for financing  
to open a gym



# Contents

Executive Summary 01

---

The products and services offered by my gym 02

---

Target Market 04

---

Service Offering 05

---

Meet The Team 06

---

The financial resources needed to start the project 07

---

---

✦

# Executive Summary

I decided to create this business plan in order to assess, even before embarking on the first expenses and investments, the feasibility of the project and to understand what the economic results will be and whether I will be able to realise it as I have always imagined it.

From the construction of this document I also expect to understand exactly what financial resources are needed and thus determine the amount of financing to be requested from the bank and the sums that will have to be paid by the shareholders.

The business plan document that I have created for the gym will be necessary to present my idea to the bank (which will want to grant me the loan) and also to participate in a call for tenders from the municipality for non-repayable subsidies for new business activities in the area.

*Let's begin...*



◆

# The products and services offered by my gym

In the document I show all the details of what my plan is to open a gym on the outskirts of the city, in a medium-sized town of about 25000 inhabitants.

It will be located near the industrial area just outside the centre near the supermarket, so it will be easy and convenient to reach and above all surrounded by plenty of parking spaces, both those of the supermarket and those of the surrounding factories and offices.

All the details have been analysed in great detail and we will now present them to you.



---

Sale prices	Annual gym membership	Monthly subscription machine room	Pilates monthly course	Crossfit monthly course	Monthly aerobics course	Monthly zumba course
2021	20.00	80.00	75.00	75.00	75.00	75.00
2022	20.00	82.00	76.00	76.00	76.00	76.00
2023	20.00	84.00	77.00	77.00	77.00	77.00
2024	20.00	86.00	78.00	78.00	78.00	78.00
2025	20.00	88.00	79.00	79.00	79.00	79.00

---

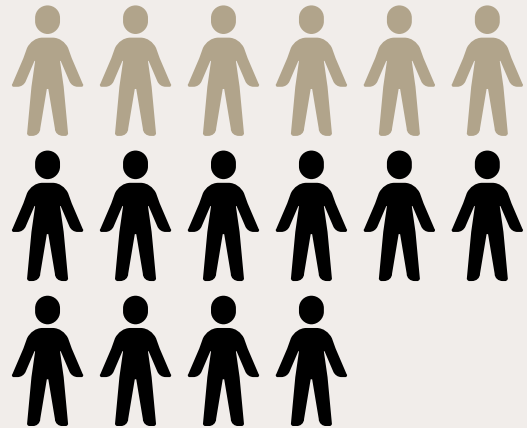
## Target Market

The clientele will consist of a very large group of people considering the various favourable factors that characterise the gym's surroundings.

For example, all the employees of companies and offices in the area who could take advantage of their lunch break or evening out in comfort without even moving their cars and looking for parking.

The proximity to the residential area and the most residential part of the town.

The proximity to high schools, therefore to a public, including young people, who undoubtedly nowadays know the importance of physical well-being and therefore of keeping fit.



---

## Key Statistics

**16-70**

Target Age



**F**

Females

**M**

Male



# Service Offering

---

**Offering 1** My customers decide to join my gym mainly because of the convenience of reaching it from all parts of the city, either by car or on foot.

---

**Offering 2** The location I have chosen is strategically located with plenty of parking spaces in the area, including those of the supermarket and neighbouring companies and offices.

---

**Offering 3** The customer will also choose it for the inviting appearance of the gym with a very large reception area and the staff always very friendly and helpful.

---

**Offering 4** The gym will have an 800 square metre hall with all the latest equipment in excellent condition, complete with step cycles and elliptical machines, 4 smaller spaces separate from the large hall for yoga, pilates, aerobics, zumba, tone and GAG classes.

---

**Offering 5** The spacious changing rooms are always kept tidy and clean with plenty of showers and lockers so you never risk being without them.

---

**Offering 6** The customer will also be encouraged to choose the wellness area, which is very comfortable and rejuvenating with friendly and qualified staff.

---

---

# Meet The Team



**Olivia Wilson**

Receptionist



**Reese Miller**

Trainer



**Rufus Stewart**

Trainer

- One teacher for each type of class (yoga, pilates, etc..)
- A cleaning and sanitation person and wellness area attendant

---

# The financial resources needed to start the project

The financial resources available to open the gymnasium will be

---

- 10,000 euro of initial share capital;
  - a five years unsecured loan of 70,000 euro guaranteed by the directors
- 

## Expected financial results

---

The expectations are to be able to balance the budget as soon as possible and to repay the unsecured loan in a well-balanced financial situation.

---

We expect a small net profit already in the second financial year and more than €20,000 from the third financial year onwards and after paying the remuneration to the two directors, initially €1,000 each and then €1,500 and €2,000 from the third year onwards.

---

---



# Annex 2

2021-2-DK01-KA210-YOU-000049508



# Business plan proposal

## Introduction

### Overview

The following business plan focuses on establishing a specialized gym for seniors, catering to their unique fitness and health needs. As the aging population continues to grow, there is an increasing demand for fitness facilities that address the specific requirements of older adults. The gym will offer tailored exercise programs, skilled trainers, and a supportive community to enhance the well-being and quality of life of seniors in our area.



## "SeniorFit Area"


The area will provide a comfortable and welcoming environment for seniors aged 60 and above to engage in physical activity that suits their abilities and goals. The gym will be equipped with specialized exercise machines, low-impact workout areas, and a dedicated space for stretching and relaxation. Will operate during convenient hours for seniors, accommodating both morning and afternoon sessions. The gym will be staffed with certified fitness trainers, front desk personnel, and a management team overseeing daily operations.


### Target market


The target market consists of individuals aged 60 and above who are looking to improve their physical health and overall wellness. The gym will also cater to older adults with specific health conditions, such as arthritis, osteoporosis, and cardiovascular issues, by offering customized exercise regimens approved by medical professionals.




## Unique Selling Proposition (USP)

 **Specialized Training:** Our trainers are certified in senior fitness and understand the physiological changes that come with aging. They will create personalized workout plans that focus on mobility, balance, strength, and cardiovascular health.

 **Safe and Supportive Environment:** The gym layout, equipment, and exercises will be designed to minimize the risk of injury. Trainers will be on hand to provide assistance and ensure proper form during workouts.

 **Community and Social Engagement:** Seniors can participate in group classes, workshops, and social events to foster a sense of belonging and camaraderie. This social aspect is vital for mental and emotional well-being.

 **Health Partnerships:** We will collaborate with local healthcare providers to offer integrated fitness programs for seniors with specific medical conditions, ensuring their exercise routines are safe and effective.

## Marketing and Promotion

To reach our target market, we will employ a multi-faceted marketing strategy:

- **Local Outreach:** Engage with senior centers, retirement communities, and healthcare facilities to spread awareness about our services.
- **Digital Presence:** Establish a user-friendly website and social media profiles to share success stories, workout tips, and informative articles related to senior fitness.
- **Promotional Events:** Host open houses, workshops, and free trial sessions to allow potential customers to experience the gym firsthand.

## Initial investment

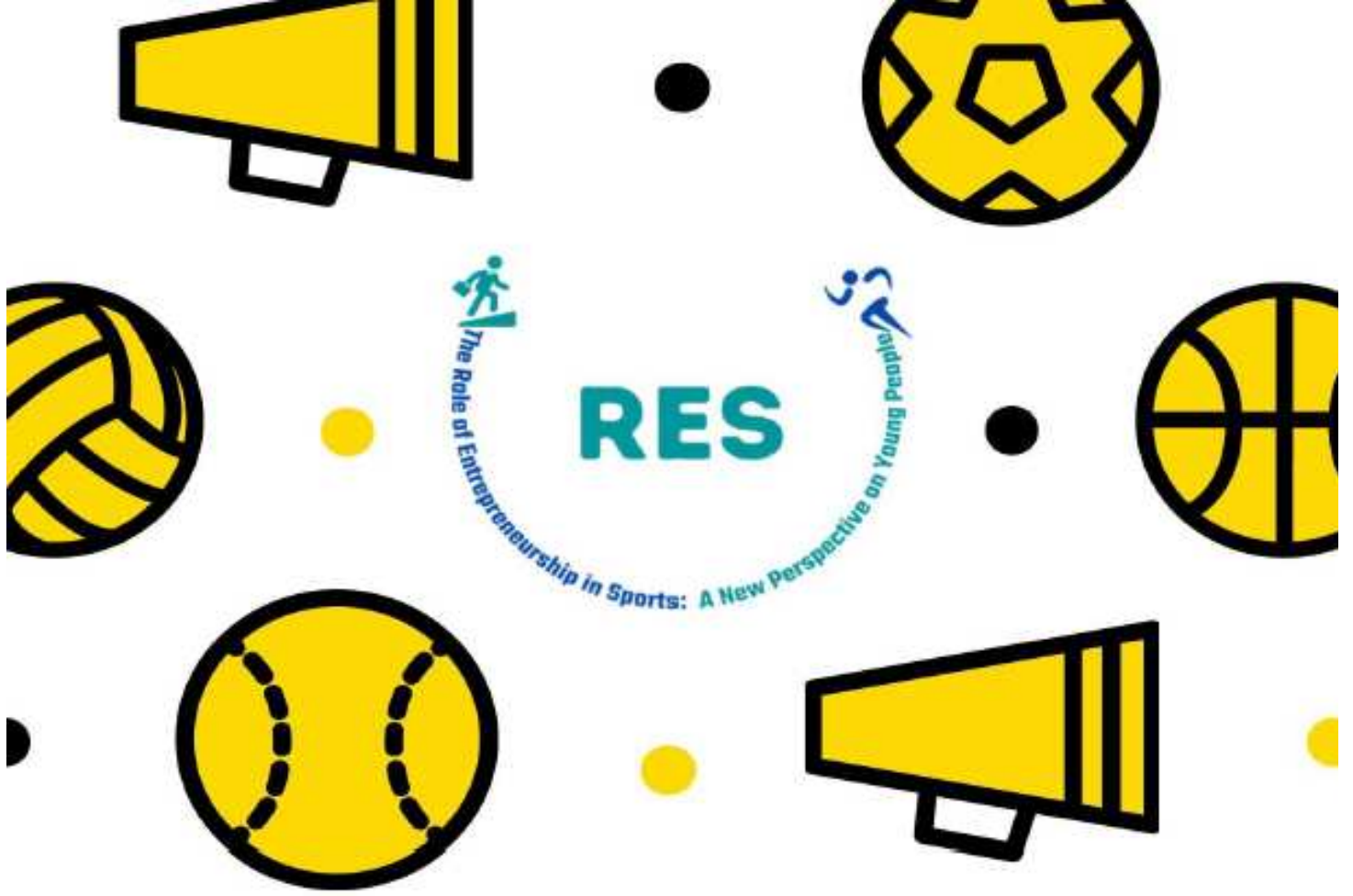
\$250,000 (includes equipment, facility setup, marketing, and initial staffing)

Projected revenue:

Year 1: \$180,000

Year 2: \$300,000

Year 3: \$450,000



# Annex 3

2021-2-DK01-KA210-YOU-000049508



# Business Plan

Sports Games  
among Youth



Prepared by  
**SEYMA OZDEMIR**

## Table of Contents

Executive Summary .....	3
Target Audience .....	3
Sport Games Offerings .....	4
Marketing and Promotion .....	4
Financial Background .....	4
Staff .....	4

## Executive Summary

Sports games will increase social awareness among young people and will enable them to spend time actively, both fun and educational. Also young people from different backgrounds will have the opportunity to express themselves in the field of sports entrepreneurship. Competitions according to their interests will be a unique experience for them!

## Target Audience

- 18-30 year olds involved in sports
- Entrepreneurs interested in the sports





## Sport Games Offerings

**Sports competitions:** Competitions to be organized in relevant sports branches to be added depending on the number of participants and the interest shown, such as table tennis, running race, badminton, football, volleyball etc.

**Awards:** Gift vouchers, products or cash prizes to be awarded to the winner of these competitions.

**Environment:** Actively interacting with young people with similar interests over a period of time.

## Marketing and Promotion

- Announcing the sports games through social media
- Create the website
- Hanging posters at universities
- To go to youth associations and make promotions

## Financial Background

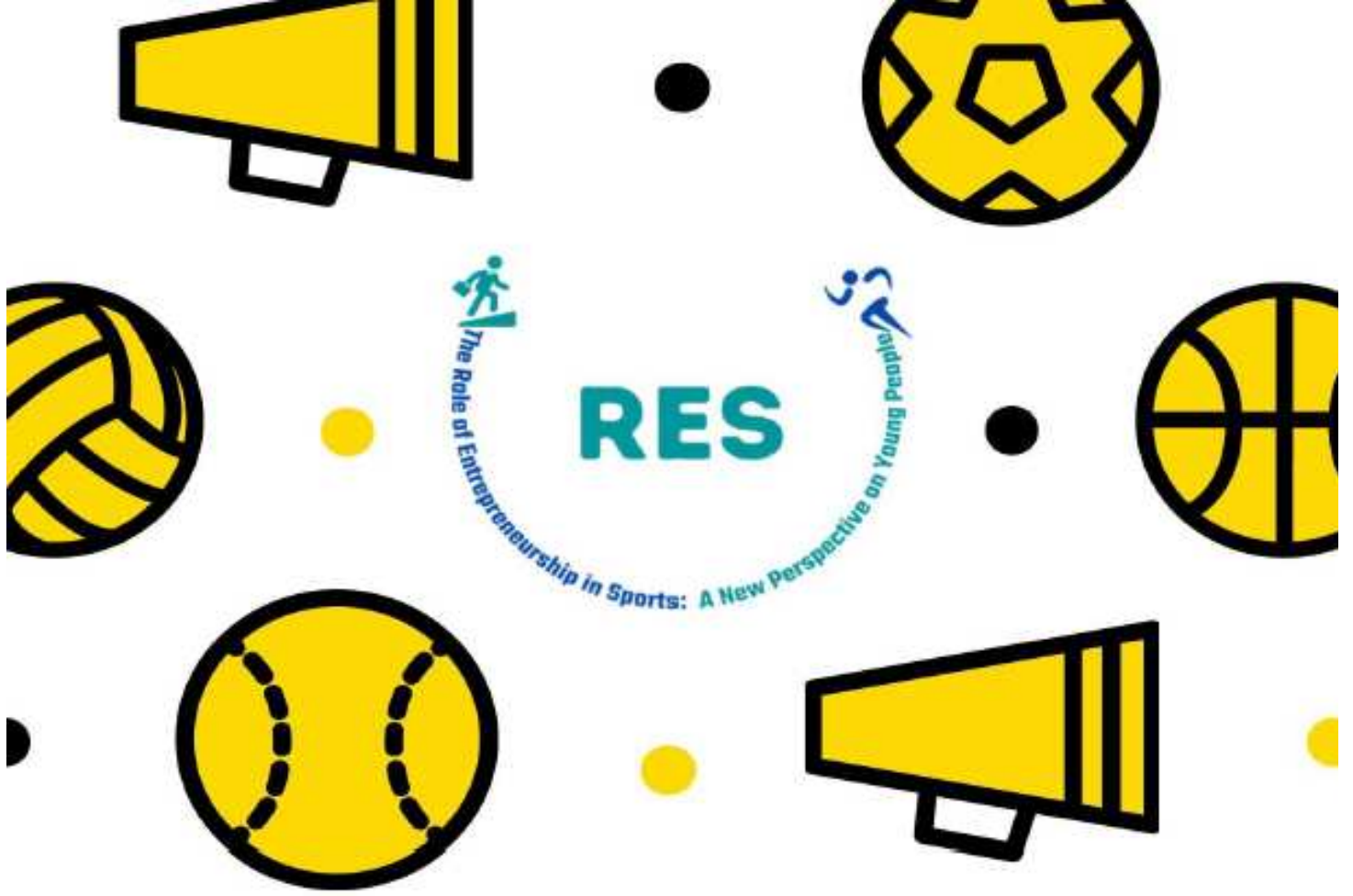
- Create a program with the help of someone who has previous experience in sports and has organized sports activities
- Finding funds for equipment to be used in sports games
- Advertise and arrange sponsors to cover other costs

## Staff

**Quarterback:** The person who will decide which sports games will be organized and create the program

**Referees:** Experts in their field to officiate each competition

**Material Manager:** The person who distributes and supervises the equipment to be used in the game



# Annex 4

2021-2-DK01-KA210-YOU-000049508



# Business plan proposal

## Introduction

### Overview

This business plan outlines the establishment of an innovative outdoor gym in a serene forest environment. The outdoor gym aims to provide a unique fitness experience that combines the benefits of exercise with the rejuvenating effects of nature. This venture capitalizes on the growing demand for health-conscious activities and offers an eco-friendly fitness solution to individuals seeking an immersive outdoor workout.



## "NatureFit Retreat"

NatureFit Retreat will offer a range of fitness equipment strategically placed within the forest, creating a harmonious blend of natural surroundings and exercise facilities. This outdoor gym will cater to fitness enthusiasts, nature lovers, and those looking for a refreshing alternative to indoor workouts. The equipment will be carefully selected to provide both cardiovascular and strength training options.

NatureFit Retreat will operate year-round, with seasonal adjustments for weather conditions. A team of fitness trainers, maintenance personnel, and customer service representatives will manage daily operations and ensure the gym's upkeep.

### Target Market

Includes individuals of all ages who enjoy outdoor activities and are looking for a novel way to engage in fitness. This can encompass fitness enthusiasts, families, tourists, and individuals seeking stress relief through outdoor workouts. Additionally, eco-conscious consumers will appreciate our commitment to preserving the natural environment.



## Unique Selling Proposition (USP)

NatureFit Retreat stands out due to its unique features:



**Forest Ambiance:** Our gym's location in a serene forest setting offers fresh air, natural light, and a calming environment that enhances the overall fitness experience.



**Eco-Friendly Approach:** We prioritize sustainability by using eco-friendly materials, implementing waste management practices, and committing to the conservation of the forest ecosystem.



**Varied Workout Options:** The gym will offer a mix of cardio, strength, and flexibility equipment that caters to different fitness levels and preferences.



**Guided Workshops:** We will host workshops led by fitness and nature experts, focusing on the connection between physical well-being and the natural world.

## Marketing and Promotion

Our marketing strategy will revolve around showcasing the unique aspects of NatureFit Retreat:

- **Social Media:** Engage with fitness and outdoor enthusiasts through platforms like Instagram, Facebook, and TikTok, sharing captivating images and videos of workouts amidst nature.
- **Local Partnerships:** Collaborate with hiking clubs, eco-tourism organizations, and fitness influencers to promote the gym as an ideal outdoor fitness destination.
- **Events and Challenges:** Organize fitness challenges, outdoor yoga sessions, and wellness retreats to attract a diverse audience.

## Financial Projections

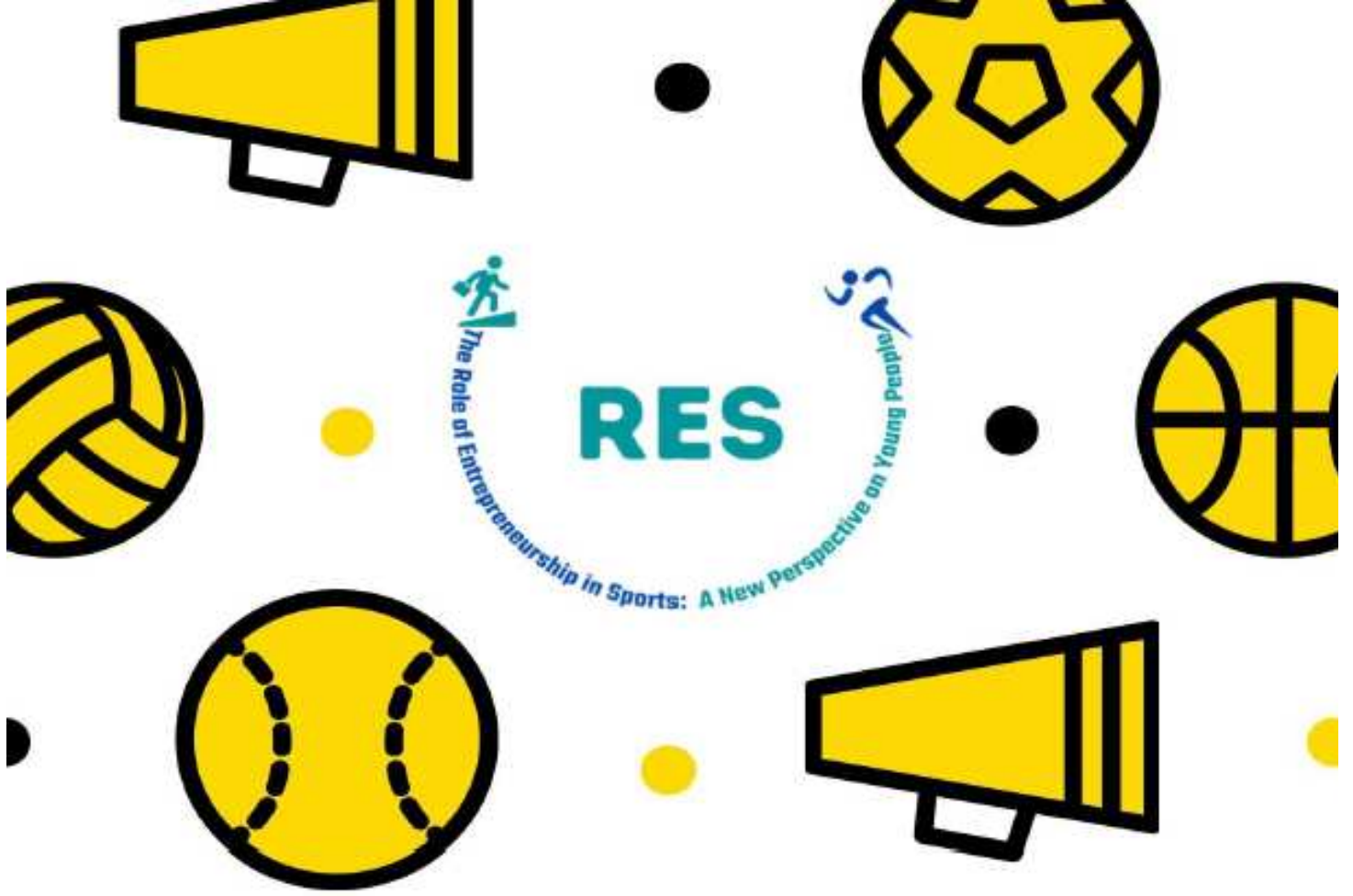
Initial investment: \$150,000 (includes equipment, trail construction, marketing, and staffing)

Projected revenue:

Year 1: \$120,000

Year 2: \$180,000

Year 3: \$250,000



# Annex 5

2021-2-DK01-KA210-YOU-000049508





# BUSINESS PLAN

Cyclist Repair Center



<b>Target Market Analysis:</b> .....	<b>2</b>
Competitive Cyclists.....	2
Recreational Cyclists.....	3
<b>Services</b> .....	<b>5</b>
Sports massage.....	5
Personal training.....	5
Bike fit.....	5
Fitness assessment.....	5
Cycling related injuries.....	5
<b>Marketing Strategy</b> .....	<b>6</b>
Sponsorship.....	6
Advertisements.....	6
<b>Website Marketing Strategy</b> .....	<b>6</b>
<b>Competitive Edge</b> .....	<b>6</b>
<b>Keys to Success</b> .....	<b>7</b>

**Cyclist Repair Center** will be a cycling-specific sports clinic based in Sardinia, Italy. The Cyclist Repair Center will need to quickly conquer the market through a focused strategy, doing what it does best: serving cyclists.

The Cyclist Repair Center's mission is to provide clients with individualized, cycling specific assessment, diagnosis, treatment, and training programs. Clients will receive national class service with an emphasis on education, empowering each athlete.

## Target Market Analysis:

Cyclist Repair Center has identified two distinct customer segments which they will target. The first segment is the competitive cyclist. Within this segment there are two subgroups, those that are professionals and those that are experts.

**1- Competitive Cyclists** – these are cyclists that compete either at the professional or expert level. For the cyclist at the professional level cycling/racing is a full time activity where the individual's income is from cycling. The expert level cyclist is competitive within his or her racing class but does not earn their livelihood by racing. Some compete every week, others compete several times a season. They are competitive in either their cycling class or in their age group.

Some demographics of Boulder based professional cyclists:

- ages 23-33.
- educational level- 67% have an undergraduate degree, 8% have a graduate degree.
- individual income range is \$24,000- \$50,000. This range does not include other sources of income such as product sponsorship/endorsement.
- the average number of bicycles owned by the professional is six.
- the average length of a professional career is six years.
- 17% of the professionals have trained with the olympic national team.
- 77% of the cyclists are road cyclists, 12% are track cyclists, the remaining percentage are both.

Demographic information for expert level competitive cyclists:

- ages 26-54.
- educational level- 75% have an undergraduate degree, 26% have a graduate degree.
- individual median income is \$55,000.
- the average number of bicycles owned is 3.5.

2- Recreational Cyclists – these cyclists enjoy cycling, ride a lot, but are seeking services to make them faster in general or more comfortable when they ride, not to be more competitive. They may also be seeking clinic services to address a cycling specific problem that they have.

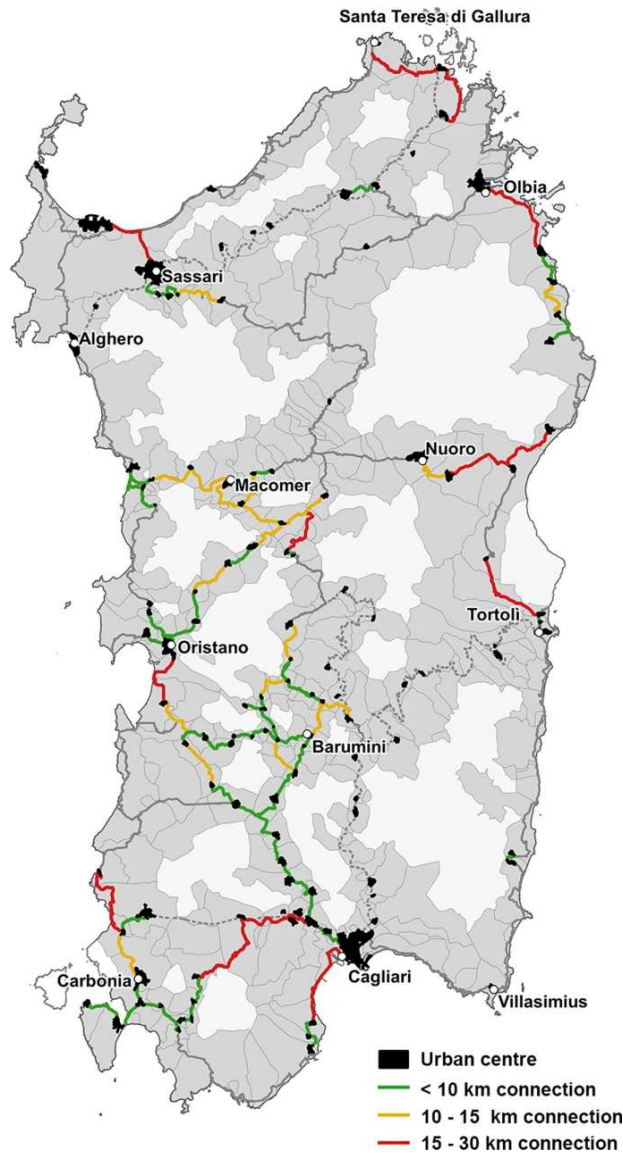
Demographic data:

- ages- 29-62.
- educational level- 79% have an undergraduate degree, 28% have a graduate degree.
- individual median income is \$62,000.
- the average number of bicycles is 4.

Cyclist Repair Center has identified and targeted these two segments because they are the most likely cyclists who would be in need of a wide range of cycling specific therapeutic and training services. The competitive cyclists are in need of these services to remain competitive. Cycling over the last decade or so has become increasingly more competitive. A larger degree of this increased competition is the development of junior programs which seek to introduce cycling to younger children. As cycling completions have begun to introduce drug controls and testing over the last few years, cyclists have begun to compete on a more level playing field.

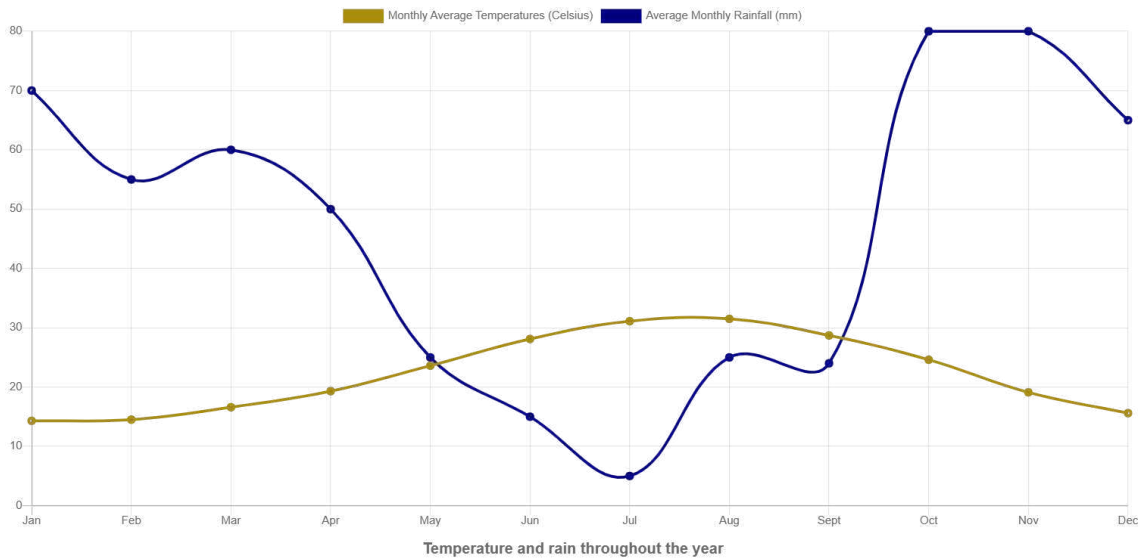
Cyclist Repair Center will chose to locate their center in Sardinia, Italy. Sardinia is an ideal area for cyclists, mountain bikers and racing bike fans almost all year round. The granite landscape of Gallura in the north of the island, the Baronia on the east coast and the holm oak forests of Monte Arcosu near Cagliari are particularly popular areas among mountain bikers. Racing cyclists enjoy the low-traffic, challenging coastal stretches and mountain roads. Sardinia is sparsely populated. The average population density is 67 inhabitants per square kilometer. This suggests that there are a lot of areas to be conquered by biking or trekking, both near the coast and inland. The main north/south highway in Sardinia is the SS 131, and it's off limits for cycling.





Connections between urban centres provided by the cycle network in the ranges 0–10 km, 10–15 km, and 15–30 km

Sardinia offers good cycling weather 365 days a year. Sardinia offers, without doubt, some of the best weather in the world for road biking, mountain biking and trekking, the island is renowned for its beautiful and diverse landscapes. Even during the coldest months, January and February, the weather can surprisingly offer spring-like days, ideal for living out your passion for getting out on two wheels. From March until the beginning of June, daytime temperatures average between 15° and 25° C or about 60 - 75° F. Statistically, the highest temperatures are during the summer, when they can reach a high of 40° C or around 100° F. But it is always possible to enjoy tours during the cooler hours of the day.



## Services

The Cyclist Repair Center will offer a wide range of sports medicine and cycling-specific training services, ranging from proactive to reactive. Services offered will include:

- Sports massage - for greater comfort as well faster recovery. The massages can be either full body or cycling specific. Massages are valuable for recovery, greater flexibility, and increased comfort.
- Personal training - for weight loss, increased speed, or increased endurance. This service will fully customize a training program for a cyclist. The trainers will be very good at addressing the needs of the cyclist whether it is for weight loss, increase in cardiovascular efficiency, increase in muscle strength, increase in comfort, or race specific training.
- Bike fit - for increased comfort, power, or speed. Cyclists will bring in their bicycles and shoes for this assessment. Posture/positioning on the bicycle, bicycle sizing, pedal spin cycle analysis, strength and flexibility will be evaluated.
- Fitness assessment - includes such tests as: VO2 max, lactate threshold, aerobic threshold, anaerobic threshold.
- Cycling related injuries - diagnosis and treatment by physicians and physical therapists. A physician and physical therapists will be available for these services.

Cyclist Repair Center will have on staff a USCF Category I or II racer turned personal coach/trainer, a sports medicine physician, massage therapists, physical therapists, as well as a wide range of cycling specific equipment to assist these service providers.



By locating in Sardinia, a cycling town, and offering focused services targeting different types of cyclist, Cyclist Repair Center will quickly generate customers and revenue.

## Marketing Strategy

Cyclist Repair Center's marketing strategy will be designed to increase the awareness of Cyclist Repair Center's cycling specific services amongst the Sardinia community. Several different efforts will be undertaken to generate brand awareness.

Sponsorship – This effort takes several forms.

- The first form of sponsorship is for local tours and races. This will be quite helpful in developing visibility for the organization to a very specific and targeted crowd.
- Sponsorship will also take the form of specific athletes. Chosen athletes will receive free services from Cyclist Repair Center. In return for the sponsorship, Cyclist Repair Center gets visibility on the athlete's uniform and the athlete is asked to talk up the positive benefits that he/she has received.

Advertisements – The advertisements will also take several forms.

- The most broad is an advertisement in the Yellow Pages. The Yellow Pages are an indispensable resource for individuals who are looking for service providers.
- Advertisements will also be placed in several cycling specific and local Sardinia journals. These advertisements will again be targeted toward the cycling community.

## Website Marketing Strategy

A website will be developed for Cyclist Repair Center as an efficient source of information dissemination. The site will provide Internet surfers with a wealth of information regarding the various services that Cyclist Repair Center offers. Also detailed on the site will be bios of the different staff members, displaying the years of cycling specific experience. For questions that are not answered on the site, viewers will be encouraged to call the center and inquire. The goal of the website will be to impress upon the reader that Cyclist Repair Center is the premier cycling specific sports clinic addressing any need a competitive or recreational cyclist may have.

## Competitive Edge

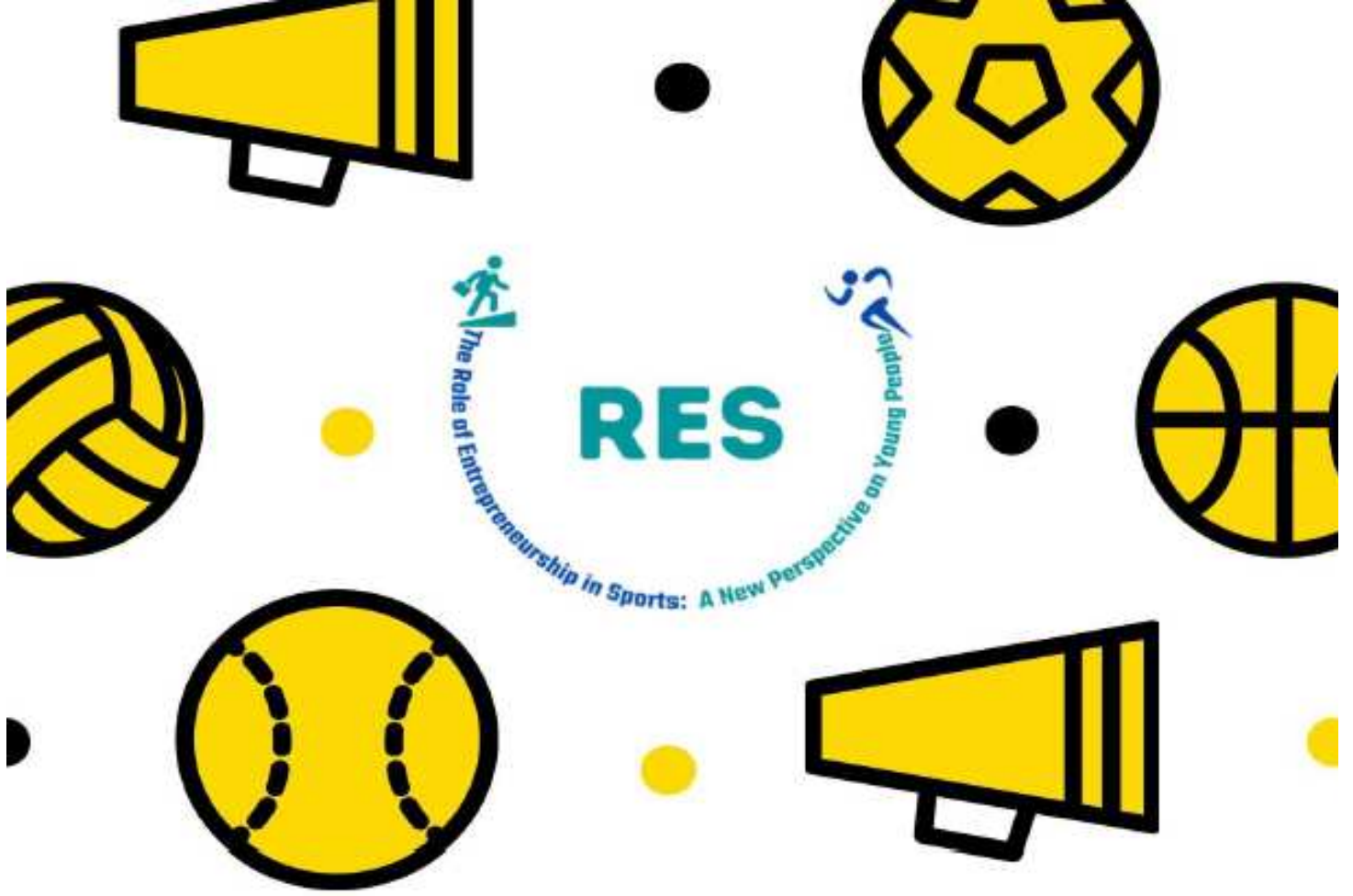
Cyclist Repair Center's competitive edge is their specialization on one sport, cycling. No other facility in Sardinia serves only cyclists, all are general sports clinics. This is of significant value to

Cyclist Repair Center's clients. All of Cyclist Repair Center's staff will be cycling enthusiasts. This is quite important because it provides each service provider with a unique and instrumental cycling perspective. This is valuable to the clients because it provides insight to the providers of the problems the clients may be facing. Additionally, as cycling enthusiasts, the staff's excitement regarding cycling will be contagious and apparent.

Having a cycling specific service also will allow Cyclist Repair Center to offer more specific training and therapy, including the use of a specialized array of cycling specific equipment. One example of this is the use of the CompuTrainer. While some facilities may have a CompuTrainer, Cyclist Repair Center has three and uses them extensively. A CompuTrainer is a type of cycling trainer where the client mounts their own bicycle to the unit and the CompuTrainer allows the person to ride indoors. What makes the CompuTrainer especially useful is the ability to set it to test physiological functions such as aerobic threshold, lactate threshold, etc., on pre-established, consistent courses. In addition to these functions the CompuTrainer has the ability to measure wattage as well as analyzing the pedal spin cycle.

## Keys to Success

- Maintain our focus on cycling specific injuries and training.
- Offer a wide range of services meeting all of the cyclist's needs.
- Design and employ strict financial controls, a requisite for an efficiently run organization.



# Annex 6

2021-2-DK01-KA210-YOU-000049508



# BUSINESS PLAN

GYM FOR MIGRANTS  
LIVING IN EUROPE



Prepared by  
Şeyma Özdemir

## Table of Contents

Executive Summary .....	3
Target Audience .....	3
Gym Offerings: .....	4
Marketing and Promotion.....	4
Revenue Generation: .....	4
Financial Background .....	5
Staff .....	5
Conclusion: .....	5

## Executive Summary

My business plan is a gym project designed to integrate migrants who have come to Europe for various reasons. The gym will be an intermediary in the fusion of young people with sports. It will also serve the purpose of bringing young people together to increase entrepreneurship in the sports sector and develop critical thinking skills.

## Target Audience

- Migrant people aged 18-30
- Entrepreneurs interested in the sports
- People to promote active citizenship



## Gym Offerings:

<b>Sports Equipment</b>	<b>Entrepreneurship Workshops</b>	<b>Support for youth activities</b>	<b>Events</b>
Treadmills, electronic bicycles, dumbbells, fitness equipment etc.	Interactive workshops introducing youth to entrepreneurial concepts, problem-solving, and creative thinking.	Youth workers to enlighten young people on active citizenship and migrants' rights	Events and social events that enable young people to mingle

## Marketing and Promotion

- Announcing the gym and events through social media
- Distribute promotional brochures at universities
- Hanging posters in youth centers
- Offer free plans as an incentive

## Revenue Generation:

- Membership Fees offer various tiers of membership providing access to tools, instructors and events.
- Workshop Fees for entrepreneurship workshops and other specialized activities.
- Themed Parties and Events generates revenue by hosting parties and special events.
- Product Sales offers branded products such as clothing, magnets and accessories.

## Financial Background

- **Investment:** Find financing for plant set-up, equipment, personnel and marketing
- **Revenue Growth:** Expect revenue to grow steadily as membership and program offerings grow.
- **Profitability:** Aim to reach profit within the first 12-18 months of operation.

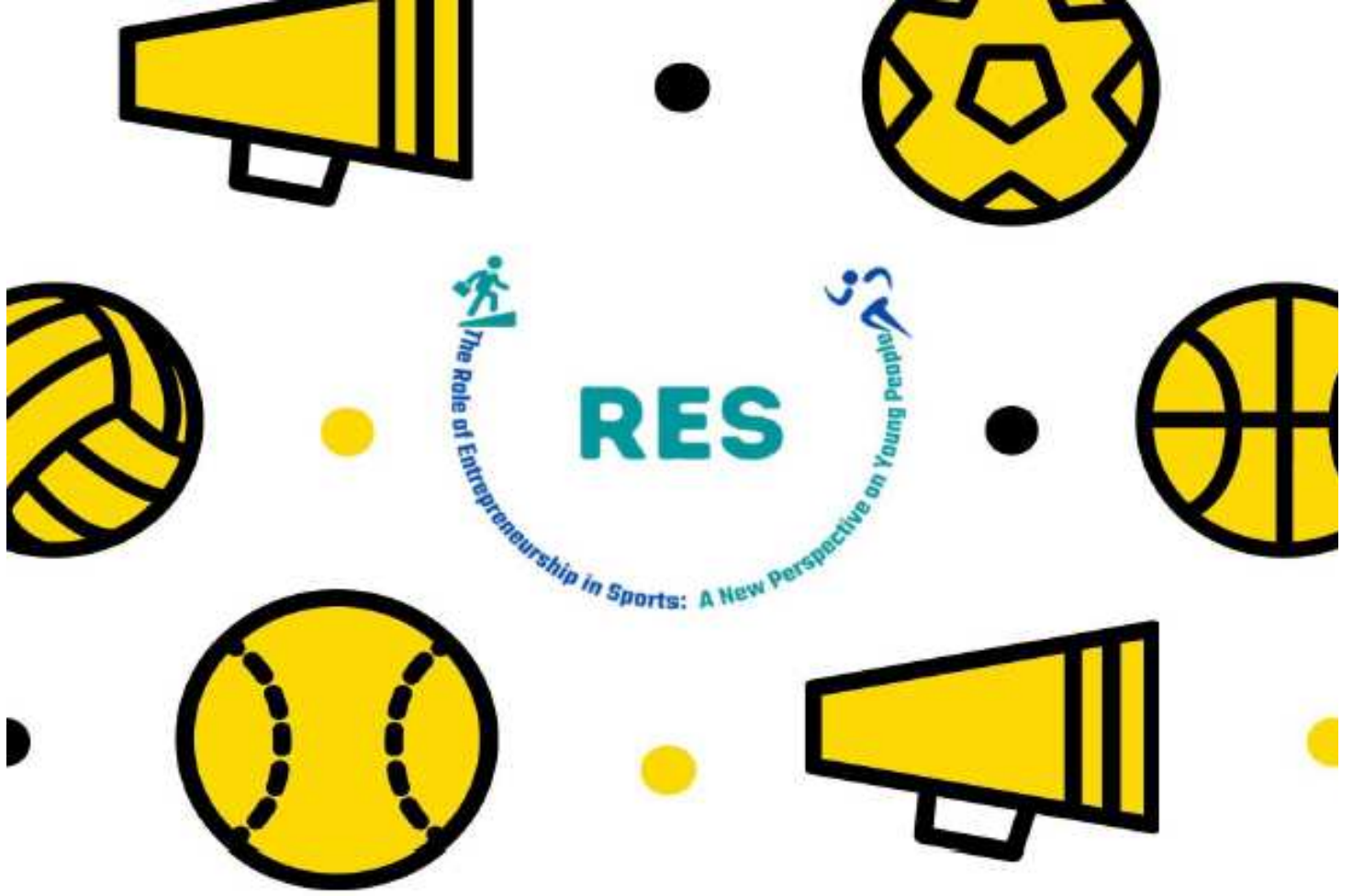
## Staff

- **Founder and CEO:** Visionary leader with a background in immigration issues, sports and entrepreneurship.
- **Gym Manager:** The person who will oversee daily operations, programming and customer relations
- **Fitness Trainers:** Certified trainers specialized in youth sports activities.
- **Workshop Facilitators:** Educators or professionals experienced in teaching entrepreneurship to migrants.

## Conclusion:

The sport entrepreneurship-oriented gym for migrations aims to provide a unique and holistic approach to physical fitness and creative education. By combining engaging sports activities with entrepreneurship workshops, we aim to empower young people with the skills, confidence and enthusiasm they need both in sports and in adapting to their new geography.





# Annex 7

2021-2-DK01-KA210-YOU-000049508





# Business Plan: Urban Football Hub



# Table of Contents:



1. Executive Summary
2. Business Description
3. Market Analysis
4. Services Offered
5. Marketing and Promotion Strategy
6. Facility and Equipment
7. Operations and Staffing
8. Financial Projections
9. Risks and Mitigation Strategies
10. Conclusion



# Chapter 1: Executive Summary



Urban Football Hub is an innovative urban sports facility that aims to create a dynamic football-focused environment, fostering skill development, community engagement, and healthy living. Our mission is to provide accessible, top-tier football training and facilities to individuals of all ages and skill levels. By combining state-of-the-art amenities, expert coaching, and community involvement, Urban Football Hub is poised to become a leading destination for football enthusiasts in the urban area.

# Key Highlights:

Unique focus on urban football development.

Comprehensive range of programs for various age groups.

State-of-the-art indoor turf field and modern amenities.

Emphasis on community engagement and healthy lifestyle.

# Chapter 2: Business Description



Urban Football Hub is a football-oriented facility designed to offer a transformative experience to players and football enthusiasts. Our vision is to create a hub that not only hones football skills but also fosters teamwork, sportsmanship, and a sense of community. By blending world-class coaching, modern infrastructure, and an inclusive atmosphere, we are committed to shaping the future of urban football.

# Chapter 3: Market Analysis



The demand for quality football facilities in urban areas is on the rise. Urban Football Hub seeks to capitalize on this demand by providing a convenient and accessible venue for training, leagues, and events. With a shortage of dedicated football training centers in our target area, we have identified a clear market gap that our facility aims to fill. The rising interest in football, coupled with a lack of convenient options, positions Urban Football Hub as a prime opportunity for growth.

# Chapter 4: Services Offered

At Urban Football Hub, we offer a range of specialized programs tailored to different age groups and skill levels. Our programs include:





<b>Program</b>	<b>Description</b>	<b>Fee</b>
<b>Youth Development</b>	<b>Weekly training sessions for ages 6-14</b>	<b>€150/month</b>
<b>Leagues</b>	<b>Competitive leagues</b>	<b>€80/player</b>
<b>Skills Clinics</b>	<b>Intensive skill-focused workshops</b>	<b>€30/session</b>
<b>Private Coaching</b>	<b>One-on-one coaching sessions</b>	<b>€50/hour</b>
<b>Facility Rentals</b>	<b>Renting out the facility for events or tournaments</b>	<b>Varies</b>

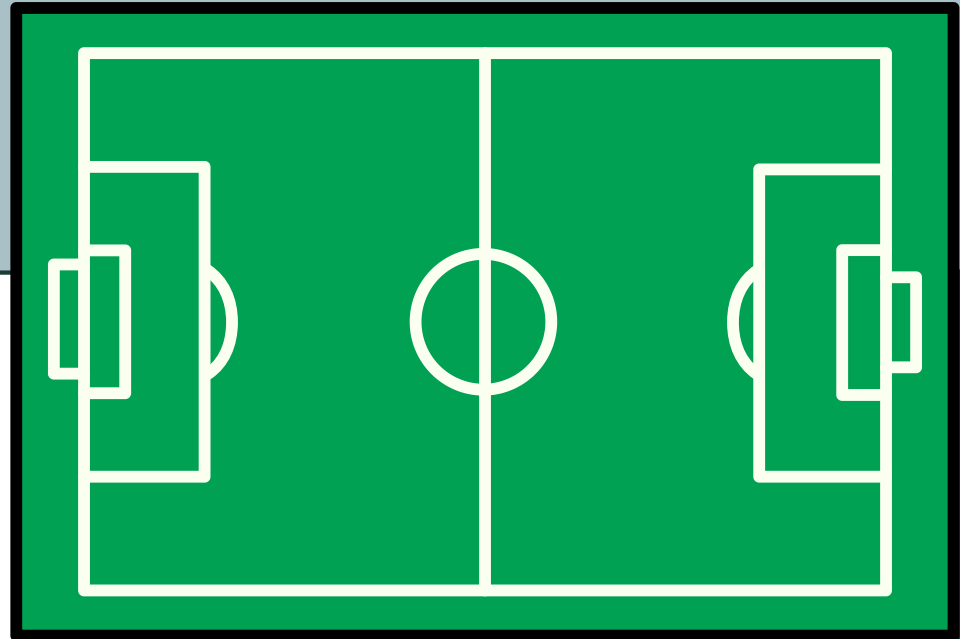
# Chapter 5: Marketing and Promotion Strategy

Our marketing strategy centers around engaging the local community and building a strong online presence. We will utilize social media platforms to showcase our programs, share success stories, and provide valuable football-related content. Collaborations with local schools, clubs, and community organizations will establish Urban Football Hub as a reliable partner for football development and events.



# Chapter 6: Facility and Equipment

Urban Football Hub boasts a state-of-the-art facility designed to provide the ultimate football experience. Our amenities include:



<b>Facility Features</b>	<b>Description</b>	<b>Cost</b>
<b>Indoor Turf Field</b>	<b>FIFA-certified artificial turf</b>	<b>€150,000</b>
<b>Locker Rooms</b>	<b>Spacious changing facilities</b>	<b>€40,000</b>
<b>Snack Bar</b>	<b>Healthy food and beverage options</b>	<b>€20,000</b>
<b>Seating Area</b>	<b>Comfortable seating for spectators</b>	<b>€15,000</b>
<b>Training Equipment</b>	<b>Cones, agility ladders, balls, etc.</b>	<b>€10,000</b>

# Chapter 7: Operations and Staffing



Urban Football Hub will operate smoothly, offering convenient booking options and efficient customer service. Our staff includes experienced coaches with a passion for football and a dedication to player development. Administrative personnel will manage bookings, coordinate programs, and ensure the facility's smooth operation.

# Chapter 8: Financial Projections

Our financial projections are based on conservative estimates and growth expectations. We anticipate steady revenue growth as awareness and participation increase over time.



<b>Year</b>	<b>Revenue</b>	<b>Expense s</b>	<b>Net Income</b>
<b>Year 1</b>	<b>€300,000</b>	<b>€200,000</b>	<b>€100,000</b>
<b>Year 2</b>	<b>€450,000</b>	<b>€275,000</b>	<b>€175,000</b>
<b>Year 3</b>	<b>€600,000</b>	<b>€350,000</b>	<b>€250,000</b>



# Chapter 9: Risks and Mitigation Strategies



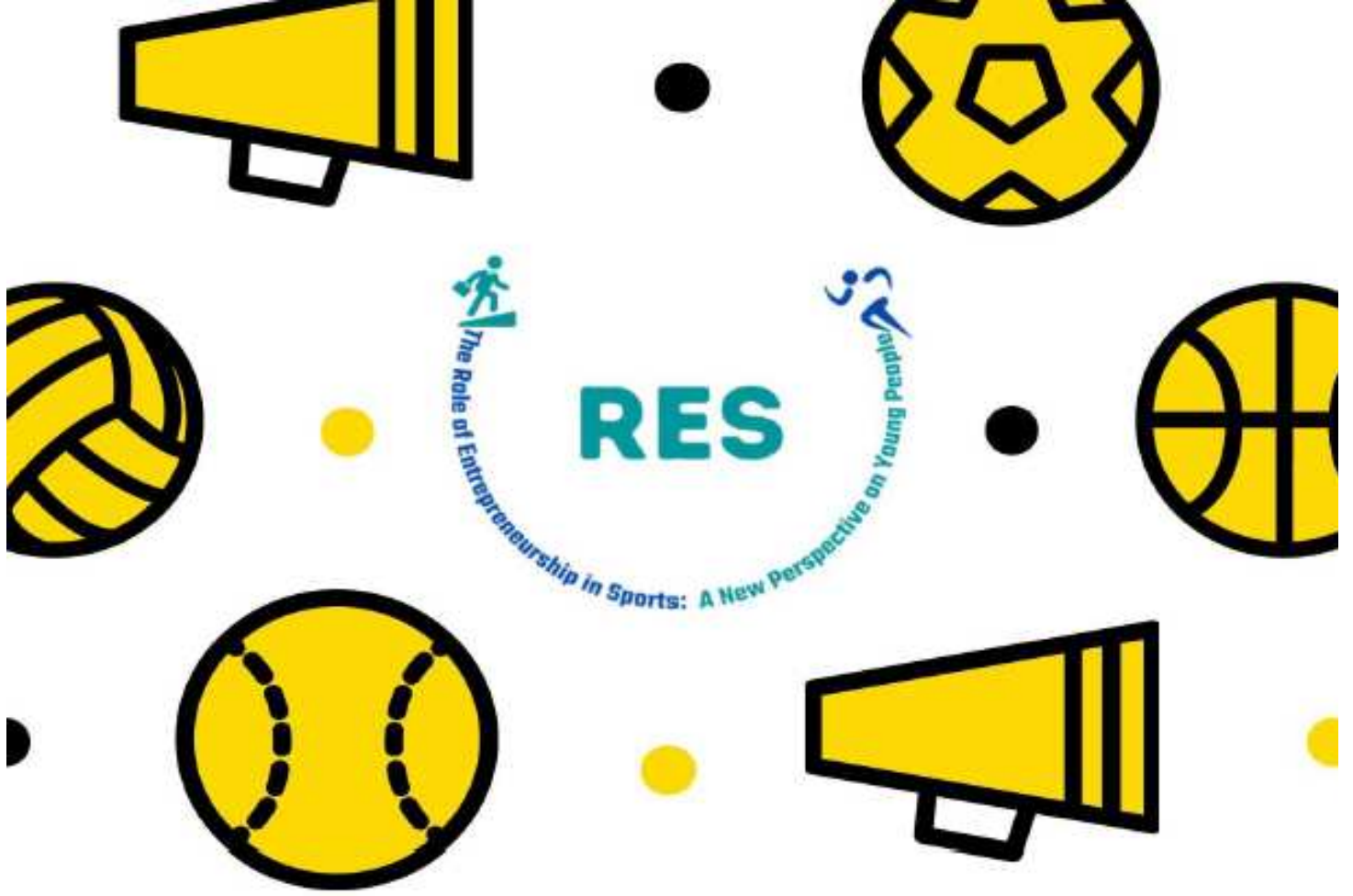
While Urban Football Hub presents exciting opportunities, we acknowledge potential risks such as changing market dynamics, competition, and economic fluctuations. To mitigate these risks, we will maintain a flexible pricing strategy, continuously monitor market trends, and invest in community engagement to foster brand loyalty and resilience.



# Conclusion

**GOAL!**

**In conclusion, Urban Football Hub stands as a testament to our unwavering dedication to creating a thriving community of soccer enthusiasts and athletes. Our commitment to empowerment, innovation, and fostering a sense of belonging ensures that participants of all ages and skill levels will find a home where they can grow, excel, and make lasting memories. As we embark on this exciting journey, we invite you to join us in shaping a future where football transcends the field and becomes a source of inspiration, camaraderie, and personal transformation.**



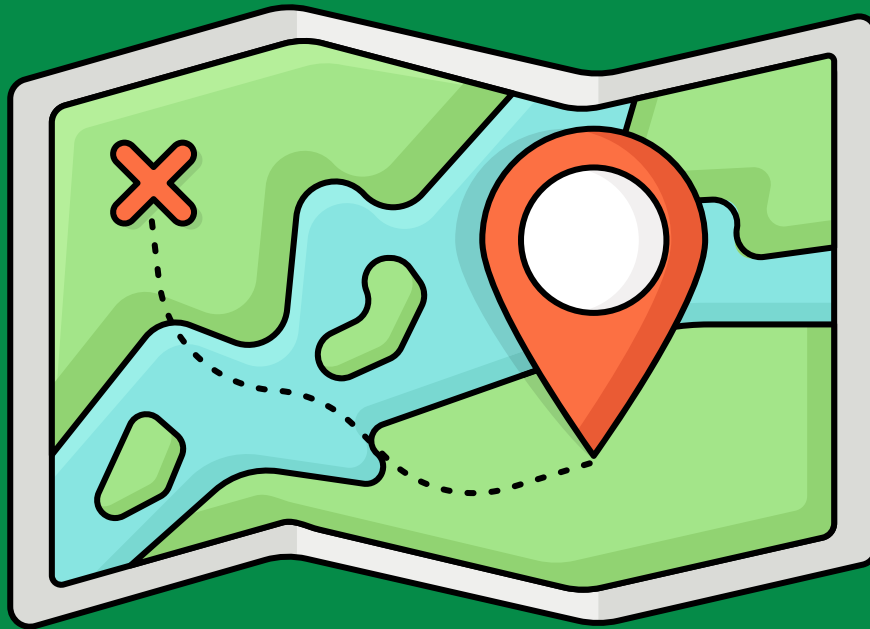
# Annex 8

2021-2-DK01-KA210-YOU-000049508



# Business Plan: Youth Fitness Adventure Camp





# Table of Contents:

1. Executive Summary
2. Business Description
3. Market Analysis
4. Programs and Services
5. Marketing and Promotion Strategy
6. Facilities and Equipment
7. Operations and Staffing
8. Financial Projections
9. Risk Management
10. Conclusion



# Chapter 1: Executive Summary

The Youth Fitness Adventure Camp is an innovative program designed to empower young individuals through a unique blend of outdoor adventure and fitness activities. Our mission is to foster physical fitness, personal growth, and leadership skills while igniting a lifelong passion for active living. By offering a diverse range of programs and experienced guidance, we aim to inspire the youth to embrace challenges, build resilience, and cultivate a sense of camaraderie.



# Key Highlights:

- Holistic approach to youth development through adventure and fitness.
- Dynamic range of programs catering to different age groups.
- Emphasis on teamwork, leadership, and personal growth.
- Commitment to providing a safe and nurturing environment.





## Chapter 2: Business Description

The Youth Fitness Adventure Camp represents an exciting platform for young individuals to explore their potential and discover the joy of physical activity. Our vision is to create a camp where participants not only engage in outdoor adventures and fitness challenges but also develop essential life skills, self-confidence, and a lifelong appreciation for healthy living.



## Chapter 3: Market Analysis

With the increasing emphasis on youth well-being and the growing trend of experiential learning, the demand for youth fitness and adventure programs is on the rise. Parents and guardians are seeking comprehensive programs that promote physical fitness, teamwork, and personal development. The Youth Fitness Adventure Camp capitalizes on this demand by providing a well-rounded experience that combines fitness, adventure, and skill-building.



# Chapter 4: Programs and Services

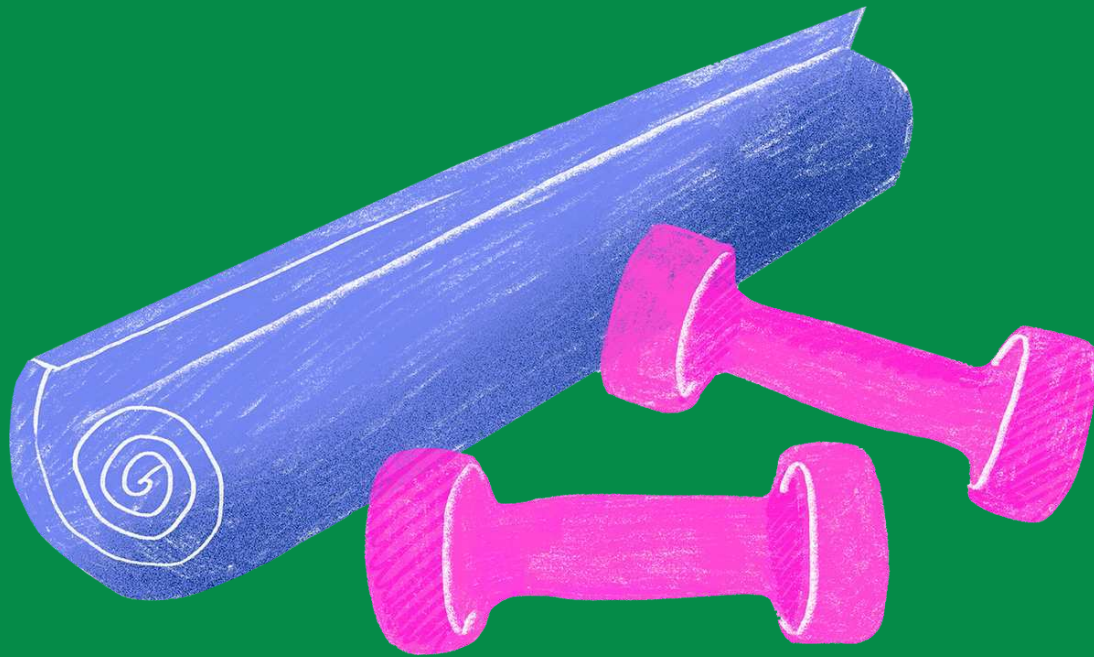
The Youth Fitness  
Adventure Camp offers a  
diverse array of programs  
designed to cater to various  
age groups and interests.  
Our offerings include:

Program	Description	Age Group	Fee
Outdoor Challenges	Team-building activities and problem-solving	10-15	€250/week
Fitness Bootcamp	High-intensity workouts and functional training	12-18	€200/week
Nature Exploration	Hiking, camping, and environmental education	8-14	€300/week
Leadership Workshops	Personal development and leadership skills	14-18	€150/week
Adventure Race Training	Preparation for youth adventure races	12-16	€220/week



## Chapter 5: Marketing and Promotion Strategy

Our marketing strategy revolves around building a strong online presence, engaging local communities, and partnering with schools. We will utilize social media platforms to showcase the camp's unique offerings and highlight participant achievements. Collaborations with schools and community organizations will establish the camp as a trusted provider of holistic youth development experiences.



# Chapter 6: Facilities and Equipment

The Youth Fitness Adventure Camp is equipped with outdoor facilities and gear that facilitate safe and engaging activities. Our amenities include:

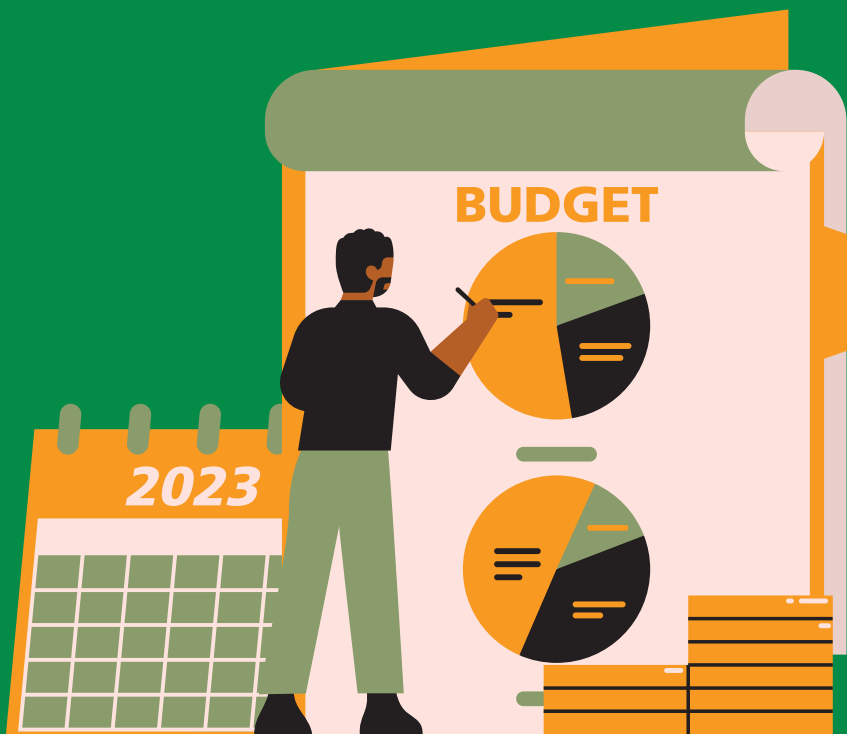
Facility Features	Description	Cost
Campgrounds	Outdoor spaces for activities and camps	€100,000
Fitness Equipment	Exercise gear for functional training	€30,000
Adventure Gear	Hiking gear, safety equipment, etc.	€20,000



# Chapter 7: Operations and Staffing



The camp operates seamlessly, offering a structured schedule and a safe environment for participants. Our team includes experienced adventure guides, certified fitness trainers, and dedicated support staff. Together, they ensure that participants receive expert guidance, mentorship, and supervision throughout their camp experience.



# Chapter 8: Financial Projections

Our financial projections are based on conservative estimates, taking into account program fees, operational expenses, and potential growth.

Year	Revenue	Expenses	Net Income
Year 1	€180,000	€120,000	€60,000
Year 2	€250,000	€150,000	€100,000
Year 3	€350,000	€200,000	€150,000

# Chapter 9: Risk Management

The Youth Fitness Adventure Camp acknowledges potential risks related to outdoor activities, participant safety, and changing market dynamics. Mitigation strategies include stringent safety protocols, thorough participant assessments, and contingency plans for unforeseen challenges.



# Chapter 10: Conclusion

The Youth Fitness Adventure Camp embodies our passion for empowering young individuals through a holistic approach to physical fitness and personal growth. With an unwavering commitment to fostering resilience, leadership skills, and a love for active living, we envision a future where participants thrive not only in their physical abilities but also in their self-confidence and sense of adventure. As we embark on this transformative journey, we invite you to join us in creating a lasting impact on the lives of our youth, inspiring them to embrace challenges, cultivate camaraderie, and embark on a lifelong journey of well-being and self-discovery.





# Annex 9

2021-2-DK01-KA210-YOU-000049508





# Business Plan.



Prepared by  
**Ilaria Diana**





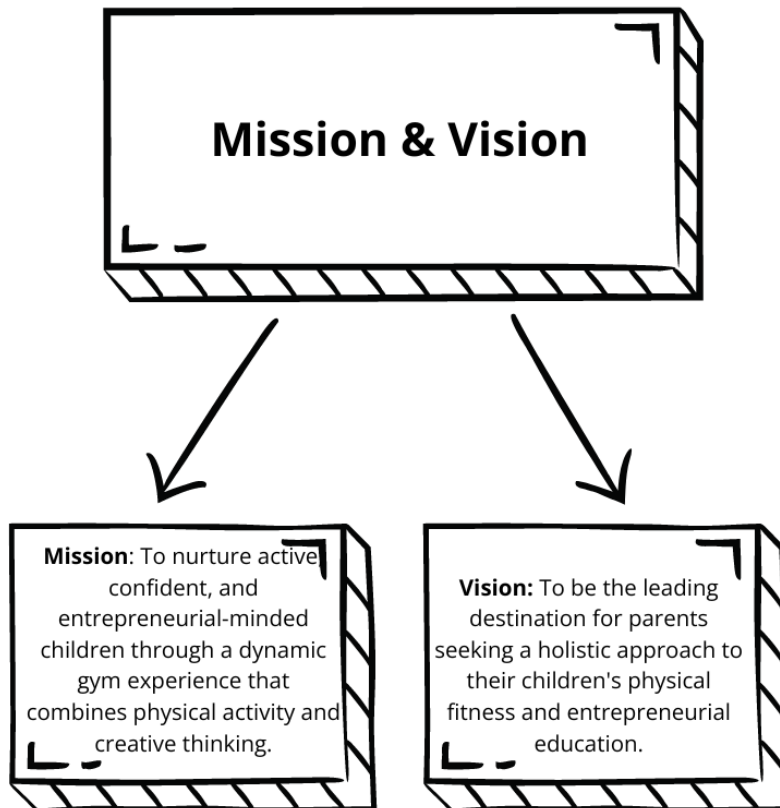
**Sommario**

Executive summary ..... 3  
Mission and Vision..... 3  
Market Analysis: ..... 4  
Target Audience: ..... 4  
Gym Offerings: ..... 5  
Marketing and Promotion:..... 5  
Revenue Generation: ..... 5  
Financial Projections:..... 6  
Team: ..... 6  
Sustainability and Impact: ..... 6  
Conclusion: ..... 6

## Executive summary

My business plan outlines a sport entrepreneurship-oriented initiative focused on establishing a specialized gym for children. The gym will provide a safe and engaging environment where children can develop physical fitness, motor skills, and a lifelong love for sports. Additionally, the gym will incorporate elements of entrepreneurship education to inspire creativity, critical thinking, and a business mindset among young participants.

## Mission and Vision



## **Market Analysis:**

The market for children's fitness and enrichment programs is growing steadily, with parents increasingly seeking opportunities that foster both physical and mental development in their children. This gym will cater to parents who value the importance of a comprehensive approach to their child's growth.

## **Target Audience:**

- Children aged 3 to 12 and their parents
- Parents looking for a well-rounded approach to their child's development
- Schools and educational institutions seeking enrichment programs
- Local communities interested in promoting children's health and creativity



## Gym Offerings:

Physical Fitness Classes	Entrepreneurship Workshops	Creative Play Zones	Parent-Child Bonding	Parties and Events
Age-appropriate fitness classes that focus on strength, coordination, balance, and cardiovascular health.	Interactive workshops introducing children to basic entrepreneurial concepts, problem-solving, and creative thinking.	Designated areas for open-ended play, allowing children to develop imaginative and collaborative skills.	Parent-child fitness classes and joint activities to encourage family engagement	Hosting themed parties, events, and camps to celebrate milestones and foster social interaction

## Marketing and Promotion:

Develop a vibrant website and social media presence to showcase gym offerings and engage with the community.

Collaborate with local schools and community centres for workshops and promotional events.

Offer trial classes and special discounts for early sign-ups.

## Revenue Generation:

- ❖ Membership Fees offer various membership tiers with access to classes, workshops, and events.
- ❖ Workshop Fees charge for entrepreneurship workshops and other specialized activities.
- ❖ Birthday Parties and Events generate revenue through hosting parties and special events.
- ❖ Merchandise Sale offer branded merchandise such as clothing, water bottles, and accessories.

## **Financial Projections:**

Initial Investment: Secure funding for facility setup, equipment, staffing, and marketing.

Revenue Growth: Expect revenue to grow steadily as membership and program offerings expand.

Profitability: Aim to achieve profitability within the first 18-24 months of operation.

## **Team:**

- Founder and CEO: Visionary leader with a background in child development, sports, and entrepreneurship.
- Gym Manager: Oversee day-to-day operations, scheduling, and customer relations.
- Fitness Instructors: Certified instructors specialized in children's fitness and physical development.
- Workshop Facilitators: Educators or professionals experienced in teaching entrepreneurship to children.

## **Sustainability and Impact:**

Incorporate eco-friendly practices in gym operations and encourage sustainable habits among children.

Measure impact through improved physical fitness levels, enhanced creative thinking, and positive feedback from parents.

## **Conclusion:**

The sport entrepreneurship-oriented gym for children aims to provide a unique and holistic approach to physical fitness and creative education. By combining engaging fitness activities with entrepreneurial workshops, we aspire to empower young minds with the skills, confidence, and enthusiasm needed to excel in both the sports arena and the business world.



# Annex 10

2021-2-DK01-KA210-YOU-000049508



**ACTIVE-NET**

**SHARE YOUR ENERGY  
WITH ACTIVE-NET**





**ActiveNet is a dynamic social networking platform that encourages youth engagement in sports and brings together enthusiasts. Users can share sports events, form teams, and collaborate on sports-related projects. Providing a secure and interactive environment, ActiveNet fosters a sense of community among sports enthusiasts. Supported by diverse revenue streams such as advertising, premium memberships, and sponsorships, ActiveNet aims to cultivate a strong sports community among users.**



## **Mission:**

**At ActiveNet, our mission is to inspire youth participation in sports, bringing enthusiasts together in a secure and interactive environment. We aim to build a sense of community by harnessing the power of sports and promote an active lifestyle among our users.**



## **Vision:**

**Our vision is to transform ActiveNet into a global hub for youth, fostering a center of sports and interaction worldwide. By cultivating a strong sports community, we seek to establish connections among users and emphasize the social aspect of sports. Our goal is to create a platform where everyone can share, learn, and grow together in their passion for sports.**



# **PROGRAMS AND SERVICES**

- 1. Profile Creation and Personal Calendar**
- 2. Event Sharing**
- 3. Team Formation and Equipment Sharing**
- 4. Collaboration on Sports Project**
- 5. Sports Community Forums**
- 6. Scoring and Rewards**
- 7. Sponsorship and Collaboration Opportunities**
- 8. Event Notifications and Reminders**
- 9. Mobile Application Support**



# MARKETING



**Social Media Marketing**

**Content Marketing**

**User Experience**

**Partnerships and Sponsorships**

**Press Releases and Media Relations**

**Online and Offline Events**



# STAFFING

The ActiveNet project offers various employment opportunities for young individuals. These opportunities span across areas such as software development, social media management, user support, event coordination, marketing, graphic design, sports event organization, and data analysis. Aimed at encouraging young individuals to start their careers or enhance their experiences, these opportunities not only impart valuable skills but also contribute to their social and professional development.



# FINANCIAL PROJECTIONS

We aim to strengthen the financial success of ActiveNet through various revenue streams, focusing on partnerships and sponsorships. By developing diverse strategies to generate income, we plan to expand our user base, particularly through effective marketing campaigns on social media. Utilizing cloud services actively, we aim to optimize financial management, maintaining a balanced budget to control expenditures. Seeking support from angel investors, we intend to enhance and develop our technological infrastructure. Through continuous improvement based on user feedback and the creation of a secure and user-friendly mobile application, we aim to strengthen the user experience. Identifying financial risks and crafting an effective growth plan, we aspire to fortify ActiveNet's financial position.



# REVENUE

## **Advertising Revenue:**

**Brands and sports-related companies can pay for targeted advertisements on the platform.**

## **Paid Memberships:**

**Offering users access to premium features through paid membership options.**

## **Event Sponsorships:**

**Securing sponsorship agreements with companies for sports events organized on the platform.**

## **Store and Affiliate Sales:**

**Introducing an online store for sports products or equipment, generating revenue through affiliate sales.**

## **Data Analytics and Reports:**

**Providing analytical reports on user interactions and sports trends, which can be sold to sports-related companies.**

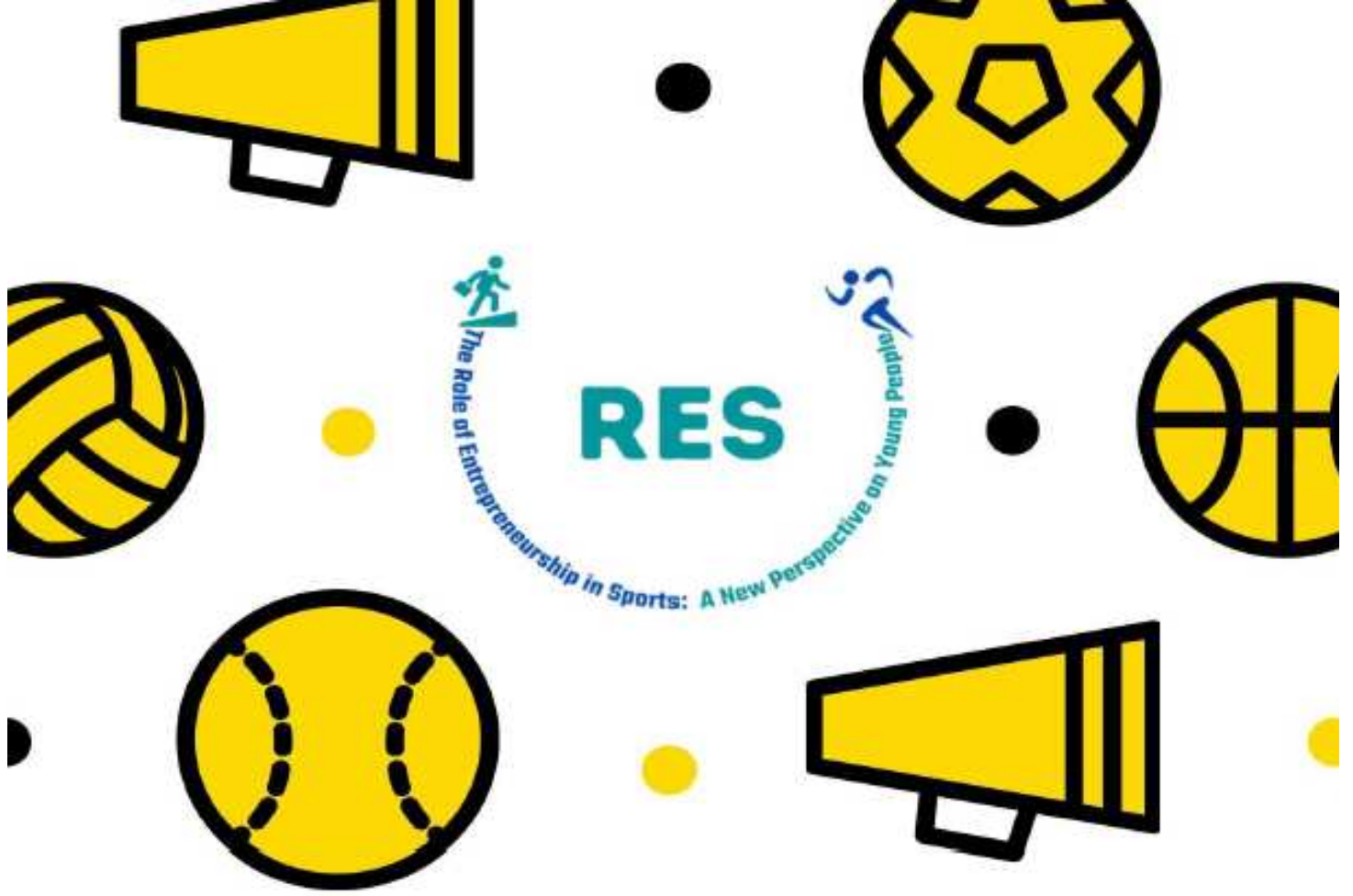




# CONCLUSION

ActiveNet is an innovative social networking platform that brings young people together through sport. Our project aims to promote sports among young people, share sports events and co-operate in sports themed projects. For financial sustainability, various revenue sources such as advertisements, paid membership, event sponsorships, store and sales partnership, data analytics and reports are integrated. ActiveNet aims to bring communities together by strengthening the sports culture among young people.





# Annex 11

2021-2-DK01-KA210-YOU-000049508





---

# MOBILITY DISABILITY SPORTS CENTER

Movement for Everyone, Sports for Everyone!



MOVEMENT  
FITNESS  
CENTER





# AIM



- **Mobility Disability Sports Center aims to establish a center that provides free sports equipment for individuals who do not have access to sports opportunities or are under very difficult conditions, such as immigrants, and provides support to increase the sports opportunities of these individuals.**



»»»»»»»»»»  
**MOVEMENT**  
FITNESS  
CENTER





# OUR VALUE PROPOSITION

- Our project aims to support the physical and mental health of individuals who have difficulty accessing sports opportunities by providing free sports equipment. We defend every individual's right to do sports, and with this project, we aim to convey the quality-of-life effects of sports to large segments of society. By sharing the positive changes brought about by sports, we are determined to eliminate barriers and contribute to everyone living a healthy life.



**EQUIPMENT**  
FITNESS  
CENTER





# TARGET GROUP

- Immigrants, Asylum Seekers, Refugees
- Those in Economic Difficulty
- Disabled Individuals
- Groups at Risk of Social Exclusion



**MOVEMENT**  
FITNESS  
CENTER





# TRAININGS

- Basic Sports Management and Organization
- Sports Psychology and Motivation
- Sports Entrepreneurship and Marketing
- The Role of Sports in Social Responsibility Projects



»»»»»»»»»»  
**MANAGEMENT**  
FITNESS  
CENTER





# MARKET SHARE

The market share of sports centers worldwide is estimated to be approximately 105 billion dollars by 2023. It is predicted that this market will reach 150 billion dollars by 2028.





# FINANCIAL SUSTAINABILITY



## INCOME

- Donation and Grant Programs
- Sponsorship Agreements
- Paid Training and Courses



## EXPENSE

- Personnel expenses
- Rent and Equipment Costs
- Marketing and Promotion Expenditures



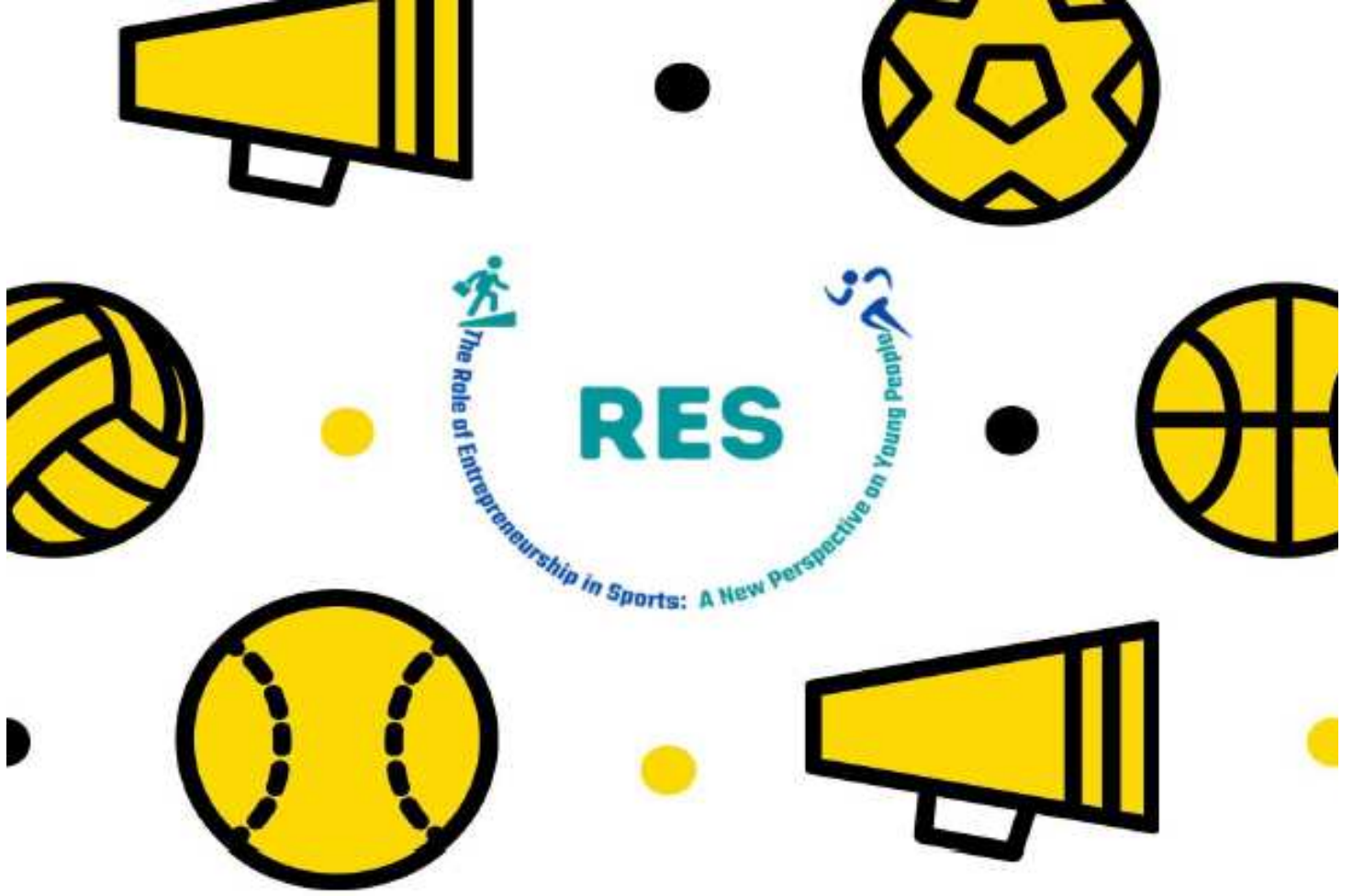


MOVEMENT  
FITNESS  
CENTER

THANKS

@greatsite





# Annex 12

2021-2-DK01-KA210-YOU-000049508



# BUSINESS PLAN



**VOLLEYBALL ACADEMY:  
NetMasters Academy**

# CONTENTS

Executive Summary

---

Keywords

---

Business Description

---

Target Group

---

Services Offered

---

Staffing

---

Marketing and Promotion Strategy

---

Financial Projections

A photograph showing the silhouettes of several volleyball players on a beach. They are positioned around a volleyball net, with one player in the center jumping high to spike the ball. The background features a bright sunset over the ocean, with the sun low on the horizon. The overall scene is captured in a warm, golden light.

# EXECUTIVE SUMMARY

This business plan is based on the establishment of a volleyball academy. This plan can be considered an outline of the volleyball academy. It will be presented to both investors and bankers. It will also be an informative document for the employees, partners, and all those involved in the volleyball academy.

Volleyball is a sport that is attracting more and more attention today. This initiative actually addresses two different segments of society. The first is to utilize, as educators, the audience that is coming to the end of their career as a volleyball player. The second is to offer an opportunity to young people with dreams who are new to volleyball.



# KEY- WORDS

- Volleyball School
- Volleyball Training
- Coaching Staff
- Skill Development
- Team Building
- Volleyball Techniques
- Sportsmanship
- Competitive Play
- Physical Fitness
- Volleyball Camp
- Youth Volleyball
- Volleyball Rules



# BUSINESS DESCRIPTION

NetMasters Academy will be an organization that stands out as a training center for volleyball enthusiasts. There will be separate courses for both boys and girls. Once a month, it is planned to go to volleyball camps with young people in a mixed group. This is an excellent opportunity for socializing and gaining new experiences. Our aim is to promote volleyball among young people, to allow individuals to develop their volleyball skills, and to promote a healthy lifestyle to raise professional athletes from these individuals.

While raising young people as athletes, we share the value of playing sports and being part of a team by introducing them to the exciting world of volleyball. Our mission is to enable individuals to develop themselves and contribute positively to their communities by utilizing the effects of sport. We believe that volleyball is not only a sport but also a lifestyle that teaches important values such as character, discipline, and team spirit.



# TARGET GROUP



Our target audience will be young people. Because age is very important for sports, especially for young people who are going to become professionals. For this reason, we divide our audience into two groups:

\*First group: 7–16 years old

\*Second group: 17–25 years old

The first group will consist of young people who will be trained from an early age and will be able to play volleyball as a profession, which could lead to the Olympics in the future.

The second group is a slightly older age group for basic training. In this group, there will be national and other volleyball academies.



# SERVICES OFFERED

- **Basic Volleyball Training:** Comprehensive training programs that teach basic volleyball skills such as serving, spiking, passing and blocking.
- **Special Programs for Age Groups:** Training programs tailored to specific age groups for children, youth and genders.
- **Camps and Clinics:** Intensified training and playing experiences through summer camps and winter clinics.
- **Technical Analysis and Feedback:** Video analysis services to monitor and analyze players' performances.
- **Physical Conditioning and Rehabilitation:** Physical conditioning programs to increase players' athletic endurance and prevent potential injuries.
- **Tactical Training:** Private training sessions offering team strategies, game plans and tactical information.
- **Tournament and League Participation:** Opportunities to participate in local and national volleyball tournaments and leagues organized to provide students with real competitive experience.
- **Sports Psychology Counseling:** Sports psychology counseling to improve players' mental strength, focus, stress management and motivation.
- **Team Building Activities:** Team building activities organized to strengthen teamwork, leadership and communication skills.
- **Volleyball Equipment and Supplies:** Advice and sales services on volleyball equipment, apparel and equipment.

# STAFFING



- **Head Coach:** An experienced coach who is in charge of the volleyball academy. He or she is an athlete from the volleyball community, having previously served as captain of the national team. He manages the training programs and oversees the overall performance of the team.
- **Coaches:** Basic coaches teach and develop volleyball skills for students according to their age group. Here, sports science students and professional athletes work part-time to help the youngsters. They also earn their own pocket money and gain experience.
- **Sports Psychology Counselor:** A professional who offers psychological support to strengthen players' mental health, increase motivation, and optimize their performance.
- **Team Management and Administrative Staff:** Administrative staff who organize the day-to-day running of the academy, manage communication, and keep track of records.
- **Equipment and Supplies Officer:** One of the students is selected on training days. In each lesson, the student rotates in a sequential manner. This instills a sense of responsibility in the students.



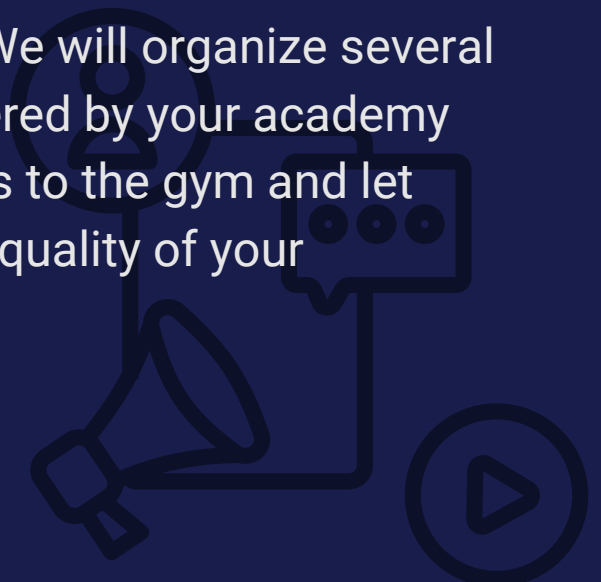
# MARKETING AND PROMOTION STRATEGY

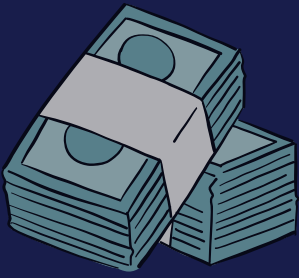


- **Social Media Marketing:** Target athletes and parents by sharing interactive content on Facebook, Instagram, Twitter and other social media platforms.
- **Collaborations and Sponsorships:** Collaborate with local businesses or sporting goods brands to organize joint events or create sponsorship agreements.
- **Online Advertising:** We aim to reach your target audience on digital platforms through Google ads and social media ads.
- **Events and Tournaments:** Volleyball tournaments and events will be organized in cooperation with local schools and sports organizations.



- **Free Trial Lessons:** We will organize several free trial classes offered by your academy to attract participants to the gym and let them experience the quality of your academy.





# FINANCIAL PROJECTIONS

## Revenue Estimates:

- Registration Fees
- Organized camp revenues
- Sponsorship and collaborations
- Income from tournaments and events

## Expense Estimates:

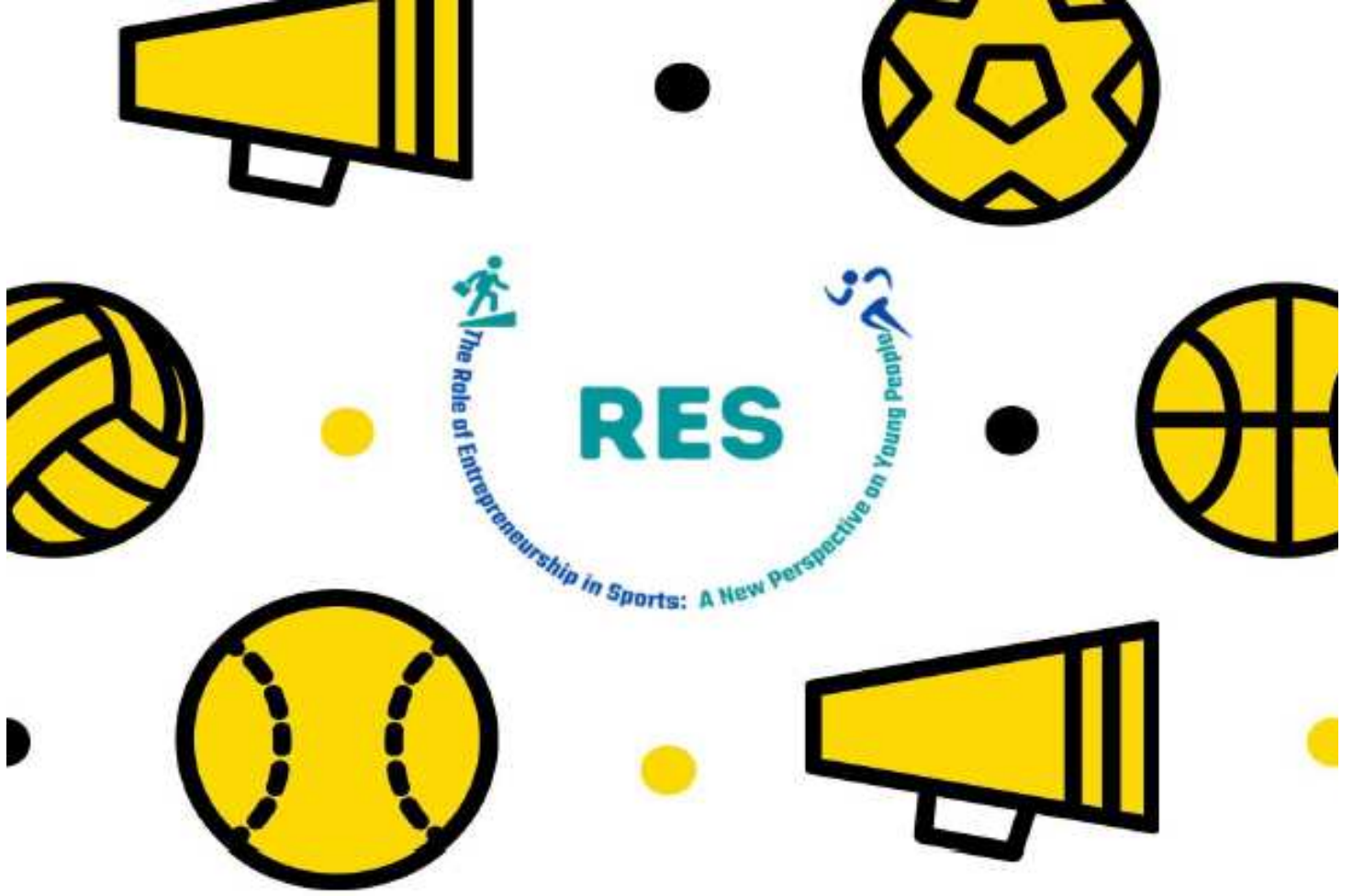
- Coach salaries and benefits
- Facility rent and maintenance expenses
- Equipment and material purchases
- Marketing and advertising expenditures
- Administrative staff salaries and general expenses



Financial projections can be made for a specific time period (usually 3 to 5 years) and can be used to plan for the business to grow, increase revenues and achieve a sustainable financial picture. However, projections should be flexible to the uncertainties that may materialize and should be regularly compared with actual performance.







# Annex 13

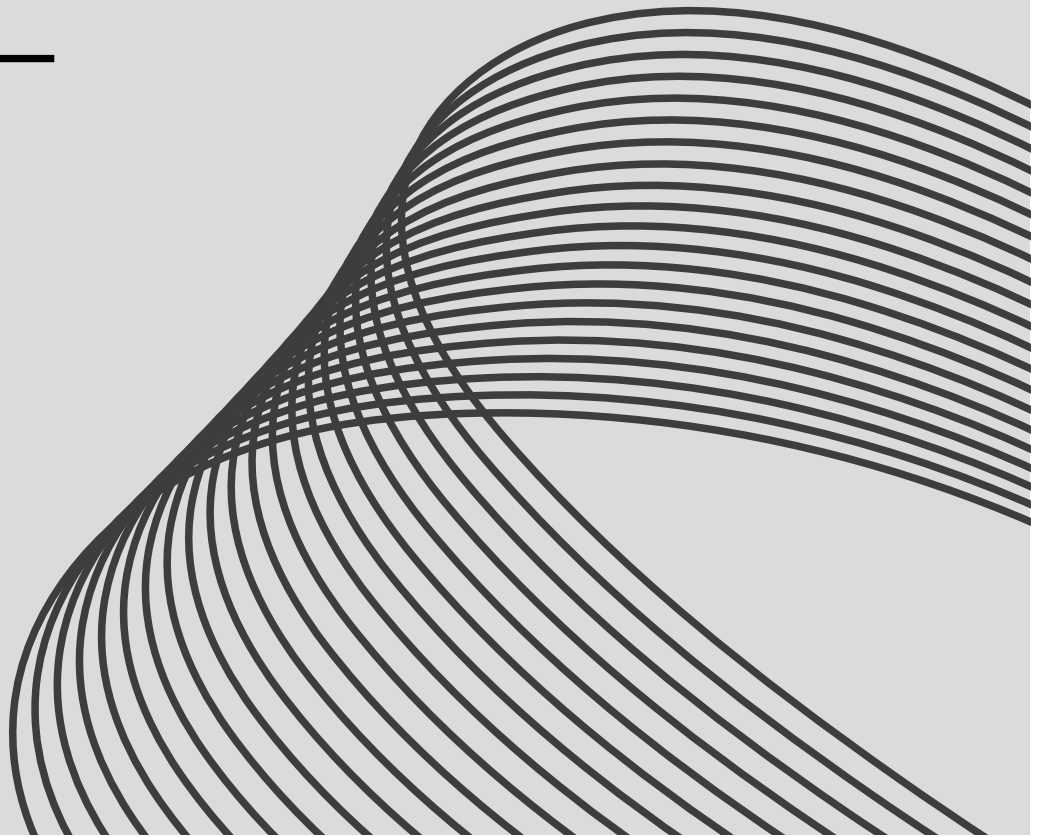
2021-2-DK01-KA210-YOU-000049508





15/10/2027

**Business  
Plan:  
*Athena's Arena***





# **CONTENTS**

---

**EXECUTIVE SUMMARY**



**BUSINESS DESCRIPTION**



**TARGET GROUP**



**SERVICES OFFERED**



**STAFFING**



**FINANCIAL PROJECTIONS**



**CONCLUSION**

# EXECUTIVE SUMMARY

Nowadays, the crime rate against women is notoriously high. One of the main reasons for this can be seen as physical inadequacy. With this initiative, Wise Holding aims to eliminate this weakness. Athena's Arena is a martial arts school planned to be opened for women for this purpose. It will offer free opportunities to women in many ways.

The purpose of this business plan is to publicize this initiative to associations, foundations and big companies. Thus, new partners, sponsors and donors can be obtained. At the same time, it encourages the world to become more aware of this problem and to make an effort.

# **BUSINESS DESCRIPTION**

**Athena's Arena is a martial arts school specifically designed for women. We aim to enable women to learn self-defense and encourage them to grow together in an empowering environment.**

**This school is focused on Far Eastern martial arts and aims to provide its participants with both physical skills and mental empowerment. Our women-specific training programs focus on safety awareness, technical skills, and self-defense strategies, allowing participants to feel safe and secure.**

**Athena's Arena is not only a training center but also a community and support network. This platform allows women to discover their potential and support each other.**

# TARGET GROUP

Participants can be women of all age groups and all levels, from young girls to adults. Both beginners and those with previous interest in or experience in martial arts are welcome. Women who want to increase their safety, be able to protect themselves, and improve their self-defense skills make up a large part of our target audience. Women who not only want to learn martial techniques but also seek solidarity, motivation, and support in a community that supports mental and emotional empowerment.



# **SERVICES OFFERED**

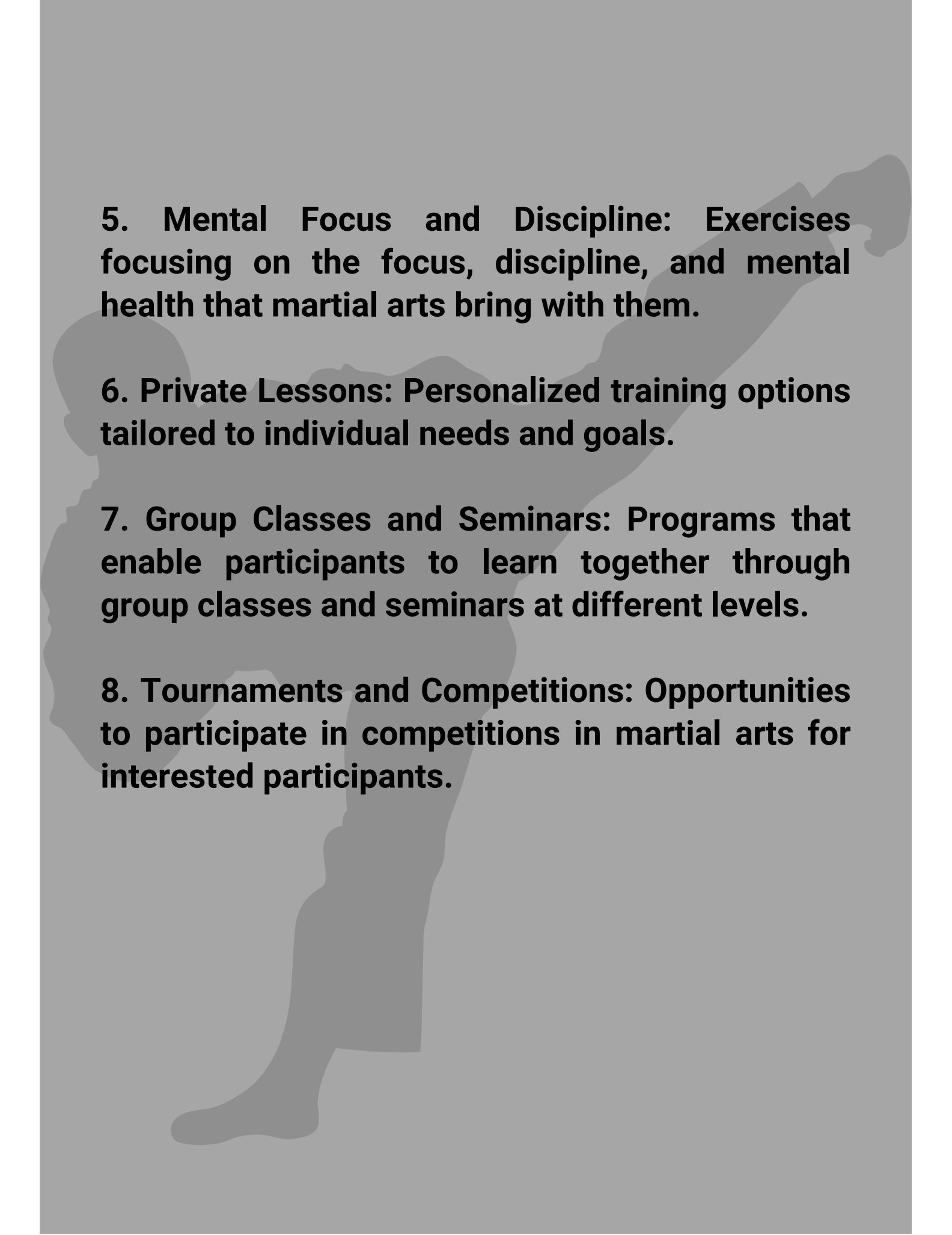
**1. Self-Defense Training: Classes that teach basic self-defense techniques and strategies.**

**2. Far Eastern Martial Arts Training: Programs teaching various martial arts such as karate, judo, taekwondo, jiu-jitsu, and kung fu.**

**3. Technical Trainings: Classes that teach the basic elements of martial arts such as basic striking techniques, blocking, throws, and fighting techniques.**

**4. Physical Fitness and Flexibility: Exercises that focus on the physical fitness, strength, and flexibility that martial arts bring.**



A faint, light gray silhouette of a person in a martial arts stance, possibly a kick or a defensive posture, is visible in the background of the page. The silhouette is positioned on the right side, with the person's legs and feet extending towards the bottom left.

**5. Mental Focus and Discipline: Exercises focusing on the focus, discipline, and mental health that martial arts bring with them.**

**6. Private Lessons: Personalized training options tailored to individual needs and goals.**

**7. Group Classes and Seminars: Programs that enable participants to learn together through group classes and seminars at different levels.**

**8. Tournaments and Competitions: Opportunities to participate in competitions in martial arts for interested participants.**

# STAFFING

- **Head Instructors:** The staff of instructors, who are experts in martial arts, teach the students techniques, direct their training, and monitor their progress.
- **Assistant Instructors:** Work with the head instructors to help with lessons, focus on the individual needs of the students, and are usually teachers with less experience.
- **Managers / School Owners:** The people responsible for the business and administrative management of the fight school. They take care of tasks such as program planning, budget management, and team management.
- **Support Staff:** Performing operational tasks such as cleaning, maintenance, and organizing equipment, they ensure the day-to-day running of the school.

# **FINANCIAL PROJECTIONS**

## **\*Sources of Income:**

- **Fundraising Campaigns:** Reaching large audiences through regular fundraising campaigns.
- **Sponsorship Agreements:** Cooperating with corporate sponsorships to receive financial or material support.
- **Event and Seminar Revenues:** Generating income through special events, seminars, or tournaments.

## **\*Expense Items:**

- **Trainers and Staff:** Salaries of expert trainers or consultancy fees.
- **Equipment and Facilities:** Expenses for fighting equipment, venue rent, and maintenance.
- **Marketing and Publicity:** Marketing activities to increase donations and sponsorships.
- **Administration Expenses:** Administrative costs, overhead costs such as office supplies.

## **\*Planning Steps:**

- **Donation Campaigns:** Create fundraising strategies by planning regular and effective donation campaigns.
- **Sponsorship Relationships:** Establishing relationships with organizations to make long-term sponsorship agreements and mutual gains.
- **Event Planning:** To diversify sources of income by organizing fundraising events and seminars.
- **Financial Management:** Managing donations and sponsorships accurately and transparently, avoiding unnecessary expenses.



# CONCLUSION



**Athena's Arena is a platform that offers self-defense techniques and martial arts training for women. It aims to empower women, build community, and find inner balance.**

**To achieve these goals, it offers Far Eastern martial arts training, self-defense programs, fitness and flexibility exercises, along with individual and group classes.**

**During the preparation of this plan, market research was conducted and deficiencies were tried to be addressed. By supporting such initiatives, we can reach those who need help. At the same time, all of these efforts make the world a better place.**





# Annex 14

2021-2-DK01-KA210-YOU-000049508



# SPORTS PHOTOGRAPHY STUDIO

## Prepared By :

GEO CLUB

## Prepared For :

The Role of  
Entrepreneurship in  
Sports KA2 project

Our sports photography studio, **SnapSport Captures**, is dedicated to providing high-quality sports photography services. We aim to capture the passion, intensity, and emotion of athletic moments for individuals, teams, and sporting events.





# BUSINESS DESCRIPTION

## Company Name: SnapSport Captures

- **Mission Statement:** To freeze moments of triumph and camaraderie through exceptional sports photography, creating lasting memories for athletes and fans alike.
- **Services:**
  1. Action Shots
  2. Team and Individual Portraits
  3. Event Coverage
  4. Sports Merchandise Photography
- **Target Market:** Local sports teams, individual athletes, sports events, and sports merchandise sellers seeking professional photography services.







# SNAPSPORT CAPTURES

- Market Analysis:
  1. Identify local sports events and teams
  2. Analyze competitors and emphasize unique photography styles
- Organization and management:
  1. Lead Photographer: Alexandra Pandele
  2. Assistant Photographer: Maria Zarnescu - marketing duties
- Sales and Marketing strategy:
  1. Showcase a portfolio on a visually appealing website.
  2. Collaborate with local sports clubs and organizations.
  3. Offer package deals for team photo sessions and event coverage.
- Funding requirements:

Initial investment for camera equipment, studio setup, and marketing materials.

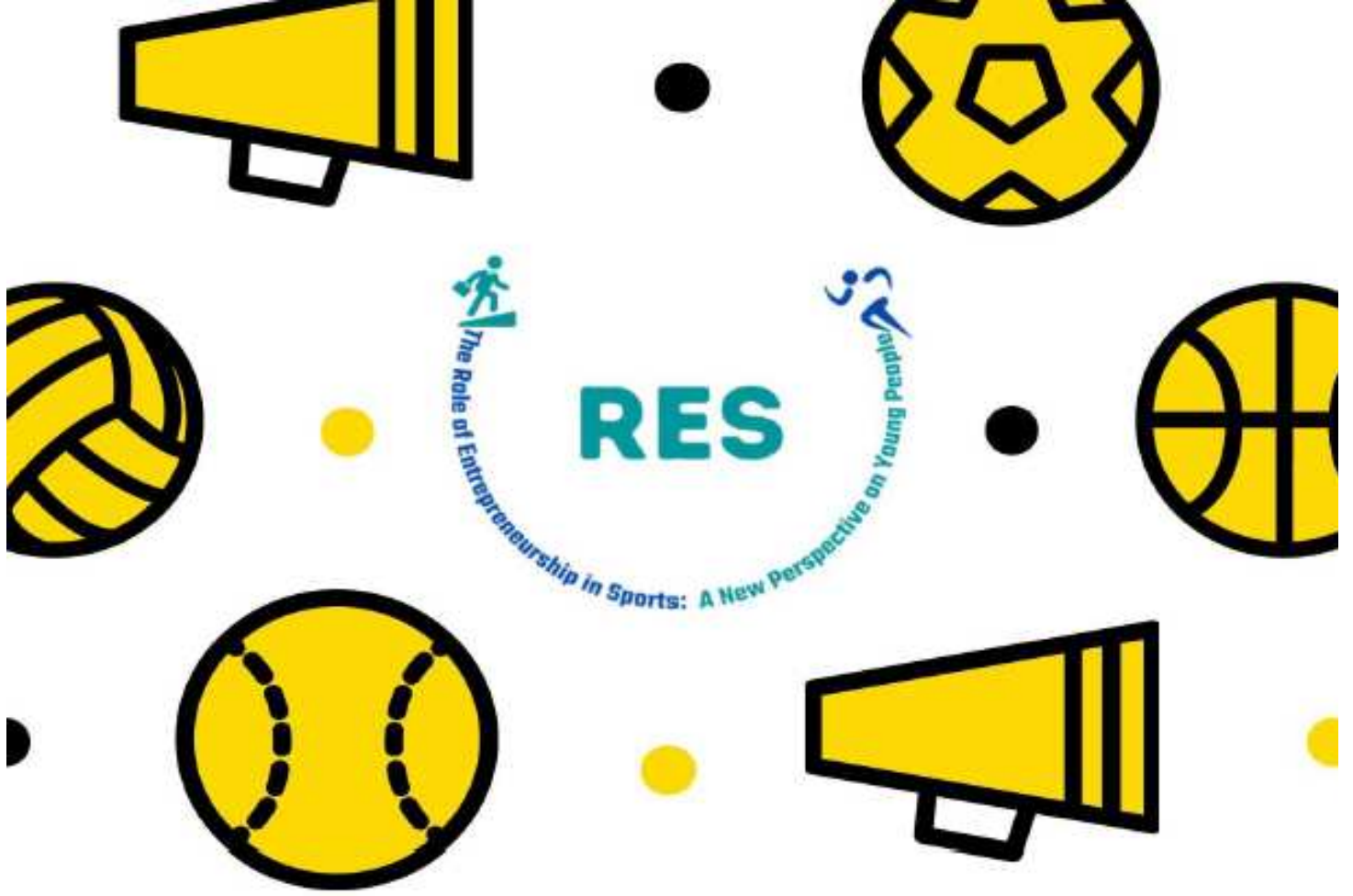


- Financial Projections:
  1. Projected revenue based on service packages, event coverage, and merchandise photography.
  2. Estimated monthly expenses for the first year.
- Implementation plan:
  1. Build a professional website showcasing a diverse portfolio.
  2. Establish partnerships with local sports teams and organizations.
  3. Offer promotional discounts for the first few clients to build initial clientele.
  4. Invest in quality camera equipment and editing software.

**Conclusion:** SnapSport Captures is dedicated to capturing the essence of sports through visually stunning photography. Our commitment to quality and creativity will ensure that athletes and sports enthusiasts have timeless memories to cherish.



- Risk management:
  1. Address potential challenges such as weather conditions for outdoor events.
  2. Develop backup plans for equipment failures during critical shoots.
- Monitoring and Evaluation:
  1. Regularly update the portfolio with new sports photography projects.
  2. Collect client testimonials and feedback for continuous improvement.



# Annex 15

2021-2-DK01-KA210-YOU-000049508



2023

# Sports PR Agency

Presented by GEO CLUB

The Role of Entrepreneurship in Sports KA2 project



Business Plan

---

made by Tudor Catanoiu

## Executive Summary

*Our sports-focused Public Relations (PR) agency aims to provide comprehensive PR services for athletes, teams, and sports-related brands. We will leverage our expertise to enhance our clients' public image, increase visibility, and manage their communication strategies.*

# Business description

Company name: SportsPR Boost

Mission statement: To empower athletes and sports entities by maximizing their public presence through strategic PR efforts.



## SERVICES:

- Media Relations
- Social Media Management
- Brand Positioning
- Crisis Communication
- Event Promotion



# Target market

Emerging athletes, amateur sports teams, and small sports-related businesses seeking affordable PR solutions.



# Market analysis

Identify local and niche sports markets.

Analyze competitors and highlight unique selling points.

# Organization and Management

CEO: Tudor Catanoiu

Due to financial reasons, for the beginning i will start without any other employees. For events we will attract volunteers from partners NGOs.

## Sales and marketing strategy



Establish an online presence through a user-friendly website.

Utilize social media for content sharing and engagement.

Offer introductory packages and discounts for first-time clients.

## Funding Requirement

Initial investment for website development, marketing materials, and basic office setup.

## Financial projections

- Projected revenue based on service packages and client acquisition.
- Estimated expenses for the first 2 years.



# Implementation plan

- Develop a professional website with service details and contact information.
- Launch social media accounts and create engaging content.
- Network with local sports organizations and attend events.
- Offer discounted services for the first three months to attract initial clients.



# Risk Management

*Identify potential risks such as economic downturns or negative publicity.*

Develop contingency plans and crisis communication strategies.

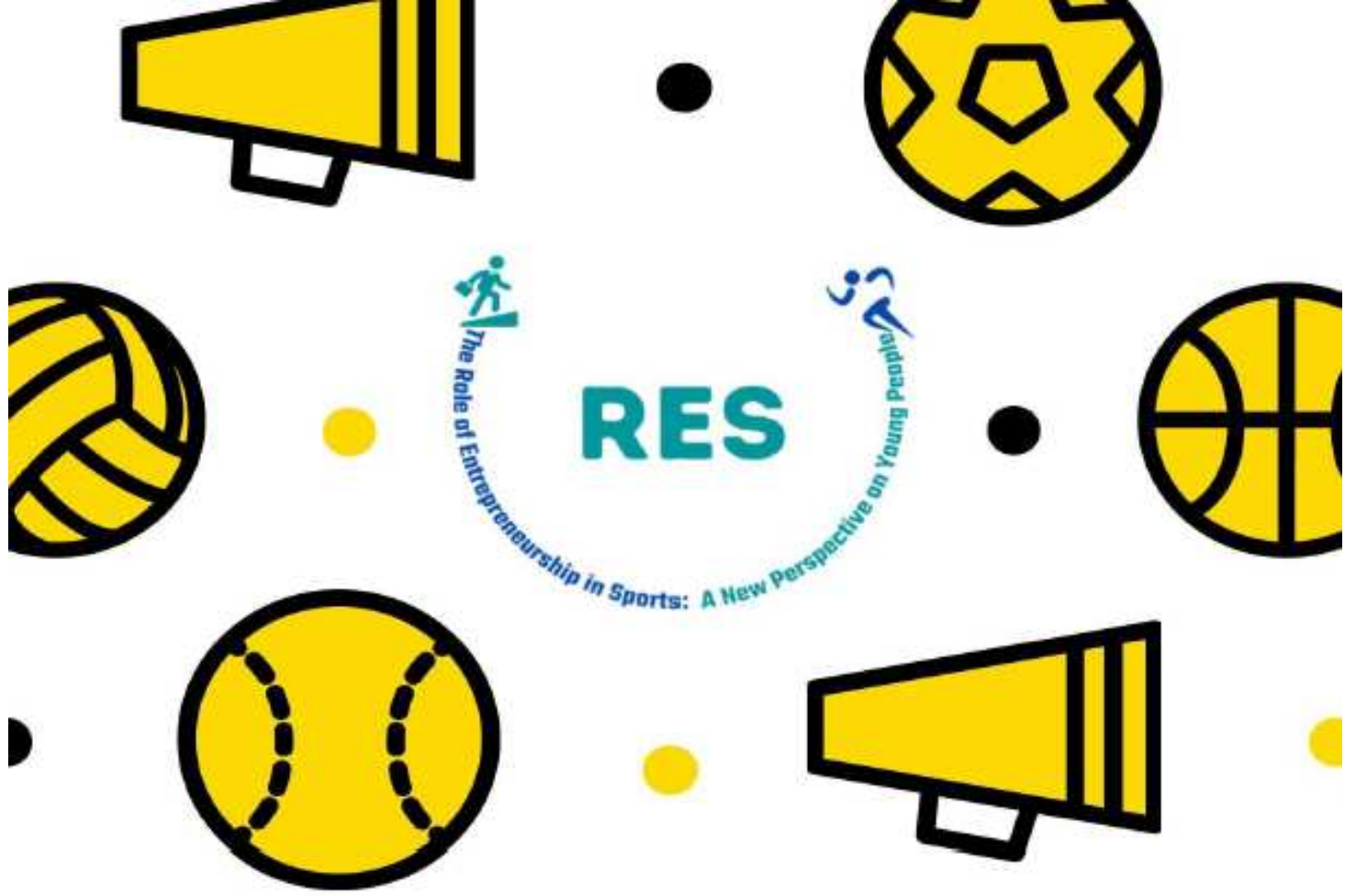
# Monitoring and evaluation

- *Regularly assess the effectiveness of PR campaigns.*
- *Collect client feedback and make necessary adjustments.*

**SportsPR Boost** is committed to helping emerging sports talents and businesses thrive in the competitive landscape. Our tailored PR solutions will not only enhance their public image but also contribute to their long-term success.



*The role of entrepreneurship in sports*



# Annex 16

2021-2-DK01-KA210-YOU-000049508

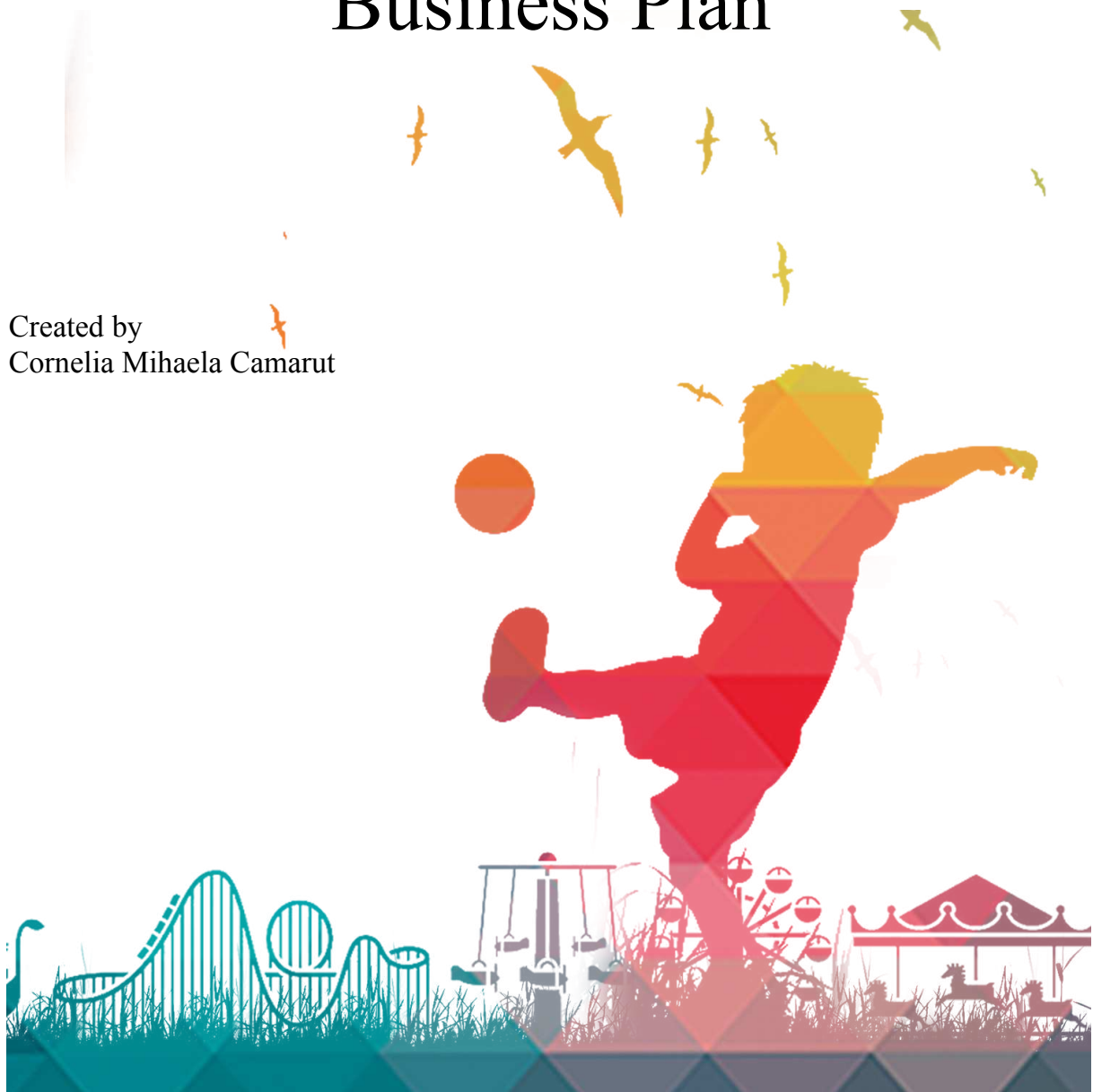




# Sports Entrepreneurship

## Youth sports club Business Plan

Created by  
Cornelia Mihaela Camarut



## Summary

Executive summary.....	3
Mission and Vision.....	3
Market Analysis.....	4
Target Audience.....	4
Gym Offerings.....	5
Marketing and Promotion:.....	5
Revenue Generation:.....	5
Financial Projections.....	6
Team.....	6
Sustainability and Impact.....	6
Conclusion:.....	6

## **Executive summary**

My business is part of the sport entrepreneurship area, focused on establishing a sports club for children without financial possibilities. The location will be in my neighborhood, a small city named Liteni, in Suceava, Romania. The region of Moldova is not as economically developed as the other regions of Romania. The sports club will provide a safe and engaging environment where children can develop physical fitness, motor skills, and a lifelong love for sports. Additionally, other benefits of a sports club are networking, teamwork, and the opportunity to enhance healthy habits and mindsets for youths without financial possibilities. In this way, it will be possible to increase social inclusion, prevent drags or other substance dependence, enhance personal life skills, and discover new talents.

Of course, all children and teenagers from the city will be welcomed to come, but for the children from families with better possibilities, they will need to pay a small subscription. This initiative will be in collaboration with school and the local administration of the city.

## **Mission and Vision**

### **Mission**

To integrate all children and teenagers from different socioeconomic layers together in an inclusive environment focused on sports and physical activities.

### **Vision**

All boys and girls in our community can participate in an activity or sport of their choosing that provides an encouraging atmosphere in a positive and friendly environment that complements their intellectual and athletic abilities.

To create a „sport garden” that will embody all kinds of sports activities that people may enjoy playing competitively or recreationally.

## Market Analysis:

The market analysis will be focused on identifying the percentage of the population in the city with the lowest level of income. The minimum gross income in Romania in 2023 will average 600 euros. Our first objective is to identify the families with an income below or equal to the minimum average income and to determine how many children we have in our area. In our initiative, we will include children and teenagers between three to eighteen years old.

## Target Audience:

- Children aged 3 to 18 with low economic possibilities near Liteni City area.
  - Segmentation: 3 – 10 years, 11 – 15 years, 16 – 18 years.
- Local communities interested in promoting children's health and creativity.



## **Youth sports club facilities:**

- Team Building Exercises and games organized by school sport teachers.
- Classes for different sports like football, handball, volleyball
- Dance classes
- Running sessions

## **Marketing and Promotion:**

It is critical that our sports club to take a proactive strategy in promoting its program in the community as well as creating a strong fund-raising program. The next step will be to recruit the volunteer coaches and facility supervisors and use this group to promote the program at local schools. Also we will use social media school groups as another powerful promoting tool.

Sign-up for the program will be simplified by providing participation forms at each school and at the larger community markets.

The found- raising program is targeting the local businesses for support.

## **Revenue Generation:**

- Membership Fees offer various membership from medium level income participants
- Found raising programs
- Events generate revenue through hosting sportive events in collaboration with other neighbors cities.

## **Financial Projections:**

Our financial plan is designed to ensure the sustainability and growth of the organization. Key components include:

1. Funding Sources: Membership fees, league and tournament, registration fees, sponsorship, and facility rental income.
2. Annual growth rates and profitability targets.

## **Team:**

- ◆ Project Manager
- ◆ Volunteer coordinator
- ◆ Sponsorship/Fundraising coordinator
- ◆ Area Supervisors
- ◆ Sports trainers
- ◆ Branding & Marketing representative

## **Sustainability and Impact:**

Sport can promote sustainable lifestyles and encourage demand for sustainable consumption of goods and services. Sport can raise awareness about the need for sustainable consumption and production for healthy life and healthy people. Running is the most eco – friendly sport because of its simplicity.

The benefits of participating in sports go beyond the individual level into the community domain. Sports improve the health status of participants and foster the development of fundamental skills that are important in facing different challenges in life. Other benefits of sports include fostering social co-existence and peace, encouraging community development, financial gains and fostering international unity.

## **Conclusion:**

The children's club focused on sport and entrepreneurship seeks to offer a distinctive and comprehensive approach to creative education and physical health. In order to equip young minds with the abilities, self-assurance, and excitement required to succeed in both the sports arena and the business world, we aim to combine exciting fitness activities with entrepreneurial courses.