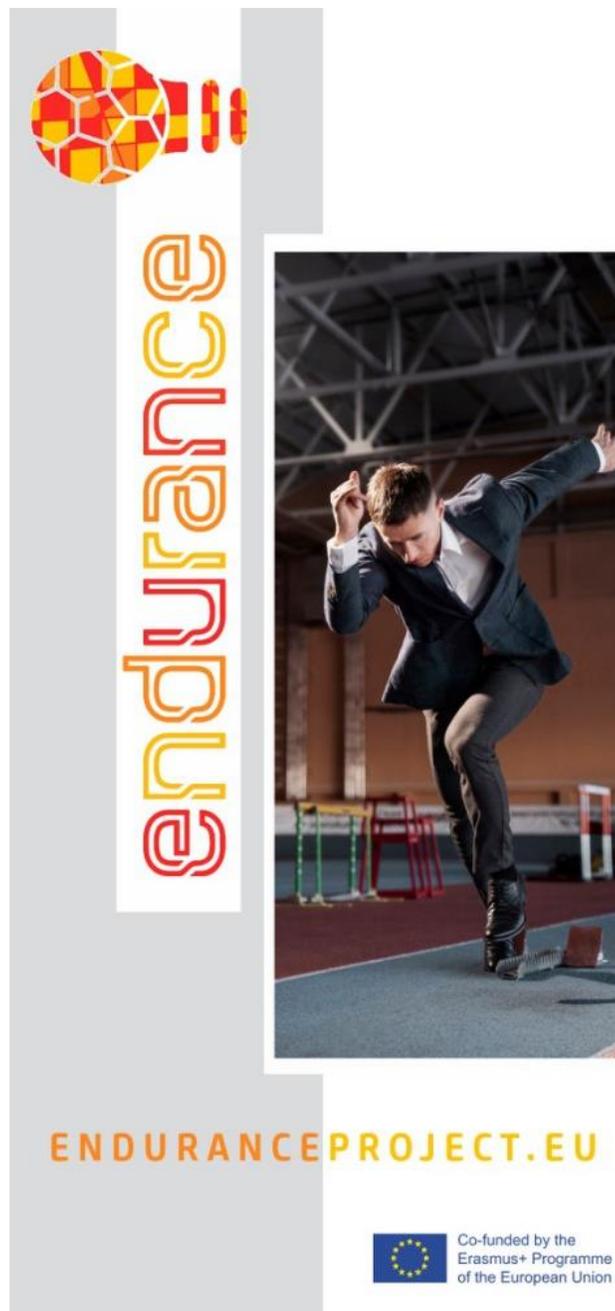




# Endurance GUIDELINES FOR UPTAKE

IO4



endurance

ENDURANCEPROJECT.EU

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## ABOUT THE ENDURANCE PROJECT

Sport has been the most popular recreational activity for centuries, being an important element of society. Entrepreneurship has also been embedded in societies for ages, helping people to grow socially and economically. Europe is investing heavily in Entrepreneurship Education (EE) to sustain economic growth and social inclusion. The EU also recognises the need to reinvent how entrepreneurship is identified, taught and nurtured. Links between sports & entrepreneurship are manifold, yet seldom recognised and rarely capitalised upon. The two are rarely found together in Vocational Education and Training (VET) as effectively connected domains with synergic links: hence the need for much-needed entrepreneurial competences due to low EE in sports-oriented disciplines and lack of tailored entrepreneurship training.

ENDURANCE “rethinks” the teaching and learning of entrepreneurship based on the complementarities and commonalities between sport and entrepreneurship, such as determination, perseverance, self-confidence, stamina, respect for rules, team play, self-reliance, competition, success/failure, etc.

ENDURANCE’s objective is to reignite entrepreneurial spirit and modernise the way entrepreneurship is tackled in VET and to:

- 1) Map dynamics of sports and entrepreneurship, common traits and links for sustainable careers for learners in VET and sports systems;
- 2) Develop ENDURANCE entrepreneurship custom-made training and tools;
- 3) Establish online interactive Open Educational Resources (OER) platform for ENDURANCE training (virtual and blended learning);
- 4) Sustain results and promote their uptake in VET and sports ecosystems;
- 5) Advance the entrepreneurship discourse at the policy level with the ENDURANCE Green Paper.

More information regarding ENDURANCE can be found on the project webpage:

[www.enduranceproject.eu](http://www.enduranceproject.eu)

## INTRODUCTION TO ENDURANCE GUIDELINES AND METHODOLOGY

The Guidelines for Uptake are based on the experience of partners in the implementation of the ENDURANCE initiative until the present moment of development. The document provides lessons learned and best practices on how to deliver the **ENDURANCE Toolkit** so that other educational and training entities, as well as other sports organisations, can take the ENDURANCE training and tools and implement them in their respective environments. The guidelines are a real “ENDURANCE Manual” that includes:

- **Methodology for implementation;**
- **Recommendations from ENDURANCE piloting;**
- **Hints on how to best deliver entrepreneurship training in sports settings (case studies).**

The Guidelines for Uptake serve as support for exploitation and implementation to organisations outside the ENDURANCE partnership to adopt and embed the training in their activities.

Based on the results of developed and piloted educational ENDURANCE training materials, the consortium consolidates the results of test & validation in the document that includes feedback from all target groups and develops precise guidelines for future training.

Available are details about operational and organisational aspects, as well as guidance to teaching and learning dynamics. The document provides information for trainers, recommendations on the structure of the workshops, hints on how to combine the offline and online content, guidelines on the use of the Open Educational Resources (OER) platform in blended learning environments, guidelines on the European Qualifications Framework (EQF) categorisation of the ENDURANCE.

## METHODOLOGY FOR IMPLEMENTATION

### A. OVERALL GUIDELINES TO IMPLEMENT ENDURANCE TOOLKIT

The guidelines provide details about operational and organizational aspects as well as to teaching and learning dynamics. The document provides guidelines for trainers, recommendations on the structure of the workshops, hints on how to combine the offline and online content, guidelines on the use of the Open Educational Resources (OER) platform in blended learning environments, and guidelines on the European Qualifications Framework (EQF) categorisation of the ENDURANCE training.

#### USABILITY

The present Guidelines are designed as a path to the interactive and open OER platform which hosts the ENDURANCE training – a powerful tool to empower entrepreneurial spirit in the field of sport. The ENDURANCE custom-made training and toolkit for enhanced entrepreneurship can be applied by various educational providers as part of their portfolio either in formal or non-formal educational settings. The innovative training content is designed to ignite entrepreneurial spirit and is providing new tailored training materials and tools by establishing operational links between features and commonalities of sport and entrepreneurship, in various facets, mindsets and behaviours. Some examples of implementation can include:

Formal education	Sports universities, Sports schools, VET providers	ENDURANCE educational toolkit can be integrated into the curriculum of the educational entity as an integral part or as a separate course.
Non-formal education	Sports federations, clubs, organisations or associations	ENDURANCE modules can be implemented as an entire curriculum or adapted, where parts of the knowledge can be used in non-formal education in sports entities.
Self-learning	Athletes, sport-related individuals	The ENDURANCE concept is focused as well on each sport-related individual that wants to develop their entrepreneurial skills. The online educational platform is available for self-paced and self-guided learning at <a href="http://www.enduranceproject.eu">www.enduranceproject.eu</a> .

Case studies and role model profiles are available as sources of inspiration and clear links between the educational materials and actual entrepreneurial practice. Educators using the ENDURANCE materials are encouraged to use also examples from their environments to connect the learners to the know-how in the most sustainable way.

Using just a selection (i.e., a concrete module or a set of modules) from the ENDURANCE toolkit is possible as well, depending on your specific goals, environment and target group.

## TARGET GROUP

The ENDURANCE training package was designed for VET and sports-oriented VET audiences, together with athletes and sports professionals that aim to find new career paths as entrepreneurs in order to empower the entrepreneurship spirit in the sports sector by highlighting the commonalities of these two fields and ensure understanding of basic business strategies and actions.

## IMPLEMENTATION OF THE TRAINING

Follow the concept provided for each Module below, and based on your target group and audience, you can apply the training as it is developed by the ENDURANCE project team or adapt to the group you have, using the most suitable materials and additional information (case studies, role model profiles, mapping results, etc.) provided.

### **ENDURANCE training modules:**

- Management and self-leadership
- The essentials of Project Management for aspiring sports entrepreneurs
- Marketing
- Digital skills
- Innovation skills - how to harness innovation in sports to business?
- Finance and economics
- Branding
- Setting up a business

### **Each Module of ENDURANCE training consists of:**

- Introductory video;
- Gamified part of the training;
- Short information about the Module;
- Educational materials on the concrete topic – documents, presentations and additional information related to each sphere of interest;
- Glossary;
- Self-assessment test.



The educational material is logically connected, and the ENDURANCE project team strongly recommends that all the related educational know-how at the training platform is explored by the learners in order to ensure a wide understanding of the whole spectrum of the entrepreneurship environment with an aim that this educational journey leads to innovative business opportunities.

## LEARNING METHODS

Follow the concept According to Gagne (1985) there are nine steps for a successful learning method. This principle was used when the project team has created the ENDURANCE training format, and we are inviting follow-up trainers to apply it as well in their work:

1. Gain attention: storytelling, presenting a problem to be solved and stress its importance – explain how important it is to be able to understand how entrepreneurs think and what is the benefits they can have from the skills and knowledge acquired in sport settings.
2. Provide a learning objective: this will allow learners to understand the purpose of being there – to develop their entrepreneurial skills in order to boost employability, innovation and economy in our societies.
3. Stimulate recall of prior knowledge: build on existing knowledge (if any) and assess any previous knowledge.
4. Present the material: present the modules, the sequence and the learning tools.
5. Provide guidance for learning: provide assistance where needed but also let them learn by themselves.
6. Elicit performance: the exercises and quizzes should allow them to use the knowledge they acquired.
7. Provide feedback: use the quizzes and give verbal comments about their progress.
8. Assess performance: use the data from the quizzes, exercises, and post-evaluation questionnaires to provide information on progress.
9. Enhance retention and transfer: identify similar problems and tasks in order to put the learner in a transfer situation.

The format of an online interactive and open OER platform to deliver ENDURANCE training allows innovative learning opportunities, which can be delivered by experts using the prepared materials in their teaching activities or can be used as a self-learning path for future entrepreneurs with sport background.



## LOGISTICS

### In presence training

Find a quiet and secure environment with the appropriate tools and required logistics. Some suggestions on the resources you might need are:

- ✓ Meeting room;
- ✓ Projector;
- ✓ Laptop;
- ✓ Materials for learners such as pens, paper, etc.;
- ✓ Flipcharts;
- ✓ Markers.

### Online training

In case of online activity: good internet connection, correct software for implementation (e.g., Zoom), online-based tools and a website for educational or ice-breaking activities.

You can as well provide information for your students about the ENDURANCE training, and they can take the course on their own, reaching the information at: [www.enduranceproject.eu](http://www.enduranceproject.eu)

## B. GUIDING NOTES FOR ENDURANCE TRAINING MODULES

### B.1 MANAGEMENT AND SELF-LEADERSHIP

#### Learning outcomes

As an entrepreneur, you must be able to have many skills to take advantage of the nowadays digital opportunities - how to search for new possibilities for development and improvement. How to improve productivity, use resources more efficiently, improve communication and oversight or improve safety. One of these vital skills is self-leadership skills. This skill is required in order to become a person who is ready to manage a team through the journey. This module will give the learners a better understanding of topics such as what self-leadership is in the world of entrepreneurship and sport, how to upgrade your management skillsets as a manager and an entrepreneur and the benefits of using online digital tools and platforms. In this module, they will be able to understand why this skill is needed in order to become successful as a manager and entrepreneur and what the correlation is between self-leadership in entrepreneurship and

sport with some examples. At the very end of this module, the learners will have the opportunity to take a self-assessment test to test their knowledge of this topic.

EQF classification level - **Levels 3 - 5**

### **European Entrepreneurship Competence Framework (EntreComp)**

- Area: Into Action
  - Competence: Planning and management
    - Thread: Define goals
    - Thread: Plan and organise
    - Thread: Define priorities
- Area: Resources
  - Competence: Self-awareness & self-efficacy
    - Thread: Follow your aspirations
    - Thread: Identify your strengths and weaknesses
  - Competence: Mobilising others
    - Thread: Inspire and get inspired

In this module the learners will find out more about what knowledge, skills and attitudes person needs to create values and to be a successful entrepreneur. How to analyse complex business problems and implement a plan for moving forward, how to lead a critical meeting, how to cultivate self-awareness, how to encourage inclusive dialogue and build trust, how to be better communicator and to ensure your team with the information and tools required to succeed, to establish regular check-ins and provide weekly feedback.

The information and contents in this module are arranged in 2 main subtopics – “Management and self-leadership” and “How to upgrade your management skill sets as an entrepreneur”. These subtopics are divided into several levels (self-leadership strategies, the correlation between self-leadership in entrepreneurship and sport, lessons in self-leadership, strengthening your decision-making, cultivating self-awareness, and the benefits of online platforms) with 3 stages - introduction, content, and conclusion.

In this module, they could use as well some of the case studies, role models or mapping results developed in the ENDURANCE framework, for example:

- The story of “Digital Nomad” Velizar Milanov, who form his own digital marketing start-up „DigitInk“- one of the top digital marketing agencies in a digital advertisement for online businesses in Bulgaria. Find more at:

[https://enduranceproject.eu//pdf/ENDURANCE Role Model BG Velizar Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);

- The story of Domenico Fioravanti (Olympic swim champion in Sydney 2000) - He is co-founder of Akron, leader in the sector of sports water wear. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE Role Model IT Domenico Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf);
- SPORTSPOT (Finland) founded by Juho Nenonen (Finnish basketball player who won two Finnish championships and one Finnish cup championship) and Teemu Harinen, with the main business creating online events for businesses. SPORTSPOT inspires people and bring them together. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE Case Study FIN Sportspot.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_FIN_Sportspot.pdf);
- Commonalities between Sport and Entrepreneurship- identification of common traits and links between sports and entrepreneurship. Find more at: [https://enduranceproject.eu/pdf/ENDURANCE IO2T1 aggregated report FINAL.pdf](https://enduranceproject.eu/pdf/ENDURANCE_IO2T1_aggregated_report_FINAL.pdf).

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## B.2 THE ESSENTIALS OF PROJECT MANAGEMENT FOR ASPIRING SPORTS ENTREPRENEURS

### Learning outcomes

According to the APM (Association for Project Management), Project Management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives. This is a mentality that strives for efficacy and effectiveness: seeking a business idea, setting up a business, launching a marketing campaign, or targeting and identifying groups of interest for your brand. The project management approaches should be applied transversally to all typical entrepreneurial functions. There are some relevant differences between Project Management and Management of other traditional business functions such as communication, HR, audit, etc. This module will give the learners a better understanding of Project Management – the project’s lifecycle, stakeholder identification, consolidation of the statement of work, budget control and audit, quality assurance, monitoring, evaluation, and risk management. After successful completion of this module, they will be better able to set concrete tasks and actions to achieve the expected results, design an internal/external communication plan, and strategies for communication. In the end, they could make a self-assessment test related to this topic.

EQF classification level - **Levels 3 - 5**

### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Vision

- Thread: Think strategically
  - Thread: Guide action
- Area: Resources
  - Competence: Mobilising resources
    - Thread: Manage resources
    - Thread: Use resources responsibly
    - Thread: Make the most of your time
  - Competence: Financial & Economic Literacy
    - Thread: Understand economic and financial concepts
    - Thread: Budget
  - Competence: Mobilising others
    - Thread: Communicate effectively
- Area: Into Action
  - Competence: Taking the initiative
    - Thread: Take responsibility
    - Thread: Take action
  - Competence: Planning & Management
    - Thread: Define goals
    - Thread: Plan and organise
    - Thread: Define priorities
    - Thread: Monitor your progress
  - Competence: Coping with uncertainty, ambiguity & risk
    - Thread: Calculate risk

The definition of the management includes the ability to plan, organize, monitor and direct individuals. The planning and management process also include the ability to prioritise, organise, and follow up. In this module the learners will find out more about how to take the initiative, coping with uncertainty, ambiguity and risk, working with others, and learning through experience. They will know more about how to create an action plan, which identifies the priorities and milestones to achieve the goals, how to evaluate the benefits and risks of alternative options and make choices that reflect their preferences. After familiarizing with this training module, the learners should be able to understand project management in its essentials, to define roles and responsibilities of project managers, identify activities and tasks that are instrumental per each implementation cycle, carry out effective communication strategies, within and external to project team, and manage people more carefully.

The information and contents in this module are arranged in 2 main subtopics – “Defining Project Management” and “Project’s lifecycle”. These subtopics are divided into several levels (a definition of project management (PM), defining pillars of PM, resources and operational requirements, executing and monitoring the quality of the project, transversal activities: what is common to all project, the project idea, executing and monitoring the quality of the project) with 3 stages - introduction, content, conclusion. After the module the learners should know more about how to set concrete tasks and actions, to refine the internal timeline for the conclusion/finalisation of planned activities, to estimate the amount and nature of resources that they need, to progress with the implementation and development of the project, possible risk and design consistent countermeasures (plan B) and to Design an internal/external communication plan and strategies for communication.

In this module, you can use as well some of the case studies, role models or mapping results, developed in the ENDURANCE framework. Some of them are:

- The story of Edurne Pasaban, the first woman in the world to climb the fourteen highest mountains on Earth, she is owner of ABELETXE - a unique space dedicated to celebrating events. She is patron and founder of Mountaineers for the Himalayas, where she works to develop projects related to the education of children in the Himalayas. Find out more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_ESP\\_Edurne\\_Pasaban.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_ESP_Edurne_Pasaban.pdf)
- The story of “Digital Nomad” Velizar Milanov, who form his own digital marketing start-up „DigitInk“- one of the top digital marketing agencies in digital advertisement for online businesses Bulgaria. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_BG\\_Velizar\\_Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);
- The story of Domenico Fioravanti (Olympic swim champion in Sydney 2000) - He is co-founder of Akron, leader in the sector of sports water wear. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_IT\\_Domenico\\_Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf).

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### B.3 MARKETING

#### Learning outcomes

Generally speaking, people have a “sort of” idea of what marketing is, as it is normally associated with the promotion, advertising and communication. Although this is technically true, it is a very limited and reductive perception of Marketing. Marketing is the activity, set of institutions, and

processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society. Marketing is a function that links the consumer, customer, and public to the marketer through information—information used to identify and define opportunities, challenges, generate and evaluate actions; and monitor performance. It specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyses the results, and communicates the findings and their implications. In the context of this training module, our favourite definitions of reference are represented by the ones from American Marketing Association (AMA) *“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”*

This module is dedicated to introduce participants to what we refer to in business environment when we talk about Marketing, how to create and retain value, to give more information related to the concept of value - value as quantity, quality, output, outcome revenues, and profit. They will receive a useful information related to different types of marketing - influencer marketing, relationship marketing, viral marketing (a phenomenon that facilitates and encourages people to pass along an advertising message), keyword marketing, content, inbound/outbound marketing, etc. In this module, our objective is to facilitate learners’ understanding of Marketing and a series of “HOW TOs” that are directly related to the proficiency with this discipline, such as: define long-term communication strategies, engage external public, create and retain value for one’s own brand, establish a positive reputation, intercept needs and opportunities from the external environment, define market positioning strategies, and outline a user-friendly and easy-to-understand marketing plan. At the end, the learners could make a self-assessment to test their knowledge regarding Marketing.

### **EQF classification level - Level 3 - 5**

#### **European Entrepreneurship Competence Framework (EntreComp)**

- Area: Ideas & Opportunities
  - Competence: Spotting opportunities
    - Thread: Identify, create and seize opportunities
    - Thread: Uncover needs
  - Competence: Creativity
    - Thread: Develop ideas
    - Thread: Design value
    - Thread: Be innovative

- Competence: Valuing ideas
  - Thread: Recognise the value of ideas
- Area: Resources
  - Competence: Mobilising others
    - Thread: Inspire and get inspired
    - Thread: Communicate effectively
    - Thread: Use media effectively
- Area: Into Action
  - Competence: Planning & Management
    - Thread: Define goals
    - Thread: Plan and organise
    - Thread: Monitor your progress

The content of this module is designed to give more information and to introduce the topics and terminology that are widely common in established Marketing theory and practice. Our focus is on providing learners with fundamentals of Marketing that they can replicate and experiment with within their operational settings, such as Markets, Needs and Demands, and types of Marketing based on the operative context (Business to Customer, Business to Business, Customer to Business, and Customer to Customer), the Marketing Mix (4Ps model – Product, Price, Place, Promotion), Customers & competitors, etc.

In the Marketing module, the learners could use as well some of the case studies, role models or mapping results developed in the ENDURANCE framework, such as:

- The story of Domenico Fioravanti (Olympic swim champion in Sydney 2000) - He is co-founder of Akron, the leader in the sector of sports water wear. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_IT\\_Domenico\\_Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf).
- SPORTSPOT inspire people and bring them together. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE\\_Case\\_Study\\_FIN\\_Sportspot.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_FIN_Sportspot.pdf)
- OCTAGO CORPORATION – a group of enthusiasts decided to shift their hobby to the commercial sphere through the start-up OCTAGO. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE\\_Case\\_Study\\_SK\\_Octago.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_SK_Octago.pdf)

## B.4 DIGITAL SKILLS

### Learning outcomes

The main goal of this module is to underline the importance of digital skills to sports students, athletes, VET, teachers and coaches to set up their own businesses in the sports industry. In particular, the module focuses on how to design and manage a website and how to achieve good online positioning and visibility. A particular focus has been made on the need to boost digital skills for remote fitness classes.

The digital environment has changed the game for the sports business forever. Sports clubs, freelance coaches, and federations no longer compete with each other like in the past decades; now, the new competitors are mostly digitally-based and use social media, video streaming and gaming. Digital skills are essential to entrepreneurs-to-be in the sports field because mastering basic digital skills pave the way for the development of their future career. In this module, the learners will get more information related to digital tools and skills, such as how to take sports coaching digitally remotely, run classes online or organise content. Why do different colours play an important role, what is the sound quality, and why is it good to prefer natural light hitting you directly on and not behind when you conduct online classes?

### EQF classification level - Level 3 - 5

#### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Creativity
    - Thread: Be curious and open
- Area: Resources
  - Competence: Mobilising others
    - Thread: Communicate effectively
    - Thread: Use media effectively
- Area: Into Action
  - Competence: Planning & Management
    - Thread: Plan and organise
    - Thread: Be flexible and adapt to changes

The European Commission has proposed “A New Skills Agenda for Europe”: *to strengthen human capital, employability and competitiveness’ to address the skills challenges that Europe is currently facing.* The aim is that everyone should have the key set of competences needed for

personal development, social inclusion, active citizenship and employment. One of these competences is a digital competence – the ability to gather and manage the digital resources that you need to turn ideas into actions. There are different types of entrepreneurships including digital entrepreneurship. Digital entrepreneurship is entrepreneurship that involves the use of new digital technologies (particularly social media, big data, mobile and cloud solutions). The purpose of this use may be to improve business operations, invent new business models, improve business intelligence or to engage with customers and stakeholders.

The content of this module is designed to give more information and to offers a training path on how to use digital skills to enhance your entrepreneurial spirit as a business sportsman. There are two main subtopics – “Why digital skills matter in the field of sport entrepreneurships” and “Effective online communication. Practical steps for your sport enterprise online visibility”. In this module, you will receive useful information on how to make a professional website that will successfully present you to your future and upcoming clients, how to choose a proper hosting service, install WordPress, create a data base (it will allow you to save the contents, information, accesses, etc.), how to create a corporate Identity, to create a logo or use Canva and Freepik.

In this module, the learners could use some useful links or case studies, role models or mapping results, developed in the ENDURANCE framework. Some of these useful links for the would-be entrepreneur can be found at:

- The story of “Digital Nomad” Velizar Milanov, who form his own digital marketing start-up „DigitInk“- one of the top digital marketing agencies in digital advertisement for online businesses Bulgaria. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_BG\\_Velizar\\_Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);
- SPORTSPOT inspire people and bring them together. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Case\\_Study\\_FIN\\_Sportspot.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_FIN_Sportspot.pdf);
- Logo Maker <https://www.logomaker.com> : It allows you to easily create your own free logo type. The app does not require identification and allows you to save in PNG format, which makes the image manipulation process easier.
- Freepik <https://www.freepik.com>: Freepik is a free image bank that offers more than 10 million of visual resources. You can use different illustrations, photographs, vectors. Enhancing your brand with images has never been so easy;
- Canva <https://www.canva.com/> : This graphic design and image composition website offers tools for creating your own designs, being able to achieve professional results;
- Take care of different time zone (in case of international public), Timezone.io allows you to keep track of the local time of your clients and help you to schedule your class at a

convenient time for all. This tool is easy to use: simply put your client/students and their affiliated cities on the website <https://timezone.io>.

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## B.5 INNOVATION SKILLS - HOW TO HARNESS INNOVATION IN SPORTS TO BUSINESS?

### Learning outcomes

In this module, the learners will get more useful information the basics of innovations and the design thinking process. They will recognize terms related to innovations and gain knowledge of idea generation/problem-solving methods. This module provides an introduction to design thinking, idea generation methods and in addition a short trip to Blue Ocean Strategy. The information delivered in this module should provoke and encourage the learners to gain extra information about this the innovation skills (imagination, creativity, problem-solving, critical thinking, flexibility, persuasion, take risks, etc.). These skills are essential for entrepreneurs and for those who planning to start their own businesses. Entrepreneurs have to be able to keep up with the changes in the market and the operating environment. Sometimes crisis means new opportunities. Understanding the design thinking process and the ability to implement it to own development is one of the basic skills of the entrepreneur. This module illustrates and describes the process behind design thinking and helps learners to understand it's nature.

In the module the learners will get more information related to the innovation skills such as what is a Design Thinking and its relation between observing, empathy, environment, and innovative solutions. They will learn how to generating lots of ideas and use a brainstorming method, how to use flipcharts, sticky notes, and some useful techniques such as “brainwriting”, “alphabet”, “grid” or “circle brainstorming”.

### EQF classification level - Level 3 - 5

### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Spotting opportunities
    - Thread: Identify, create and seize opportunities
    - Thread: Uncover needs
  - Competence: Creativity
    - Thread: Develop ideas
    - Thread: Design value
    - Thread: Be innovative
  - Competence: Vision

- Thread: Imagine
- Thread: Think creatively
- Thread: Guide action
- Competence: Valuing ideas
  - Thread: Recognise the value of ideas
  - Thread: Share and protect ideas
- Area: Resources
  - Competence: Mobilising others
    - Thread: Inspire and get inspired
    - Thread: Communicate effectively

Innovation skills are essential for transformation, innovation and growth. These skills contribute significantly to the development of certain areas of entrepreneurship, such as social entrepreneurship, that aims to provide innovative solutions to unsolved social problems. Therefore, it often goes hand in hand with social innovation processes aimed at improving people’s lives by promoting social change. Innovation skills are closely related to Creativity competence by improving existing products, services and processes so that they better meet the needs of the community (many innovations have already transformed society).

The content of this module is designed to give useful information regarding innovation skills and how they could enhance a business idea. In this module, you will learn more about “Design thinking”, and you will receive more useful information about how to take the users’ perspective and empathise with the problem they experience, to define the problem in detail by aggregating the available dispersed information, to brainstorm various possible solutions for the problems, to prepare a prototype for the solution and to identify new paths and highlight strengths and weaknesses, and finally to test this prototype by soliciting feedback from the final users. They will get a set of instructions for guiding a successful brainstorming – rules and steps for successful brainstorming, different methods for brainwriting and problem-solving.

In this module, the learners could use some case studies, role models or mapping results, developed in the ENDURANCE framework. Some of these you could found at:

- The story of “Digital Nomad” Velizar Milanov, who form his own digital marketing start-up „DigitInk“- one of the top digital marketing agencies in digital advertisement for online businesses Bulgaria. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_BG\\_Velizar\\_Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);
- SPORTSPOT, how sport inspire people and bring them together. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Case\\_Study\\_FIN\\_Sportspot.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_FIN_Sportspot.pdf);

- The story of Domenico Fioravanti, co-founder of Akron, leader in the sector of sports water wear Akron launched innovative a free-plastic line of products (“Save the Planet” collection) and it secured technical sponsorship deals for important national events. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE Role Model IT Domenico Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf).

## B.6 FINANCE AND ECONOMICS

### Learning outcomes

In this module, the learners will get more useful information about Finance and Economics and some basic financial concepts based on microeconomic and macroeconomic theories. The finance field includes three main subcategories: personal finance, corporate finance, and public finance. In the module the learners will get information how their decisions affect the financial well-being of their business and understanding how this happens will help them to contribute more effectively and make better decisions. An understanding of finance is also very helpful for their personal life, as it helps to feel more confident in making right decisions. This module will give them the opportunity to understand what is a financial plan, to get more information regarding basic financial concepts, expense estimation, revenue estimation, possible sources of funding and fundraising, and how to present their business idea to investors.

### EQF classification level - Level 3 - 5

### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Spotting opportunities
    - Thread: Analyse the context
  - Competence: Vision
    - Thread: Think strategically
- Area: Resources
  - Competence: Mobilising resources
    - Thread: Manage resources
    - Thread: Use resources responsibly
  - Competence: Financial & Economic literacy
    - Thread: Understand economic and financial concepts
    - Thread: Budget
    - Thread: Find funding



- Competence: Mobilising others
  - Thread: Communicate effectively
- Area: Into Action
  - Competence: Planning & Management
    - Thread: Define goals
    - Thread: Plan and organise
    - Thread: Monitor your progress

The information and contents in this module are arranged in 3 main subtopics – “Basic Costs Forecasting”, “Financial Plan” And “Methods of Financing /Collecting Funds”. These subtopics are divided into several levels which will give information how to prepare a personal budget for survival, what are the Initial costs-start-up costs, an introduction to basic financial concepts and how to create your own financial plan. At the end, the learners will have the opportunity to get to know in detail some methods of financing /collecting funds and how to present the business idea to investors / banks. After the module the learners should know more about the components of the financial plan (estimated revenue, fixed cost, variable cost, one-time cost, cash flow, planned financial result) and different ways of financing and raising funds (own money, family and friends, crowdfunding, angel investors, banks / credit lines, grants, etc.)

In this module, the learners could use some case studies, role models or mapping results, developed in the ENDURANCE framework. Some of these you could found at:

- The story of “Digital Nomad” Velizar Milanov, who form his own digital marketing start-up „DigitInk“- one of the top digital marketing agencies in digital advertisement for online businesses Bulgaria. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_BG\\_Velizar\\_Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);
- SPORTSPOT, how sport inspire people and bring them together. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Case\\_Study\\_FIN\\_Sportspot.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Case_Study_FIN_Sportspot.pdf);
- The story of Domenico Fioravanti, co-founder of Akron, leader in the sector of sports water wear, the company Akron launched innovative a free-plastic line of products (“Save the Planet” collection) and it secured technical sponsorship deals for important national events. Find more at:  
[https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_IT\\_Domenico\\_Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf).

## B.7 BRANDING

### Learning outcomes

This module will help learners to know more about what is course of branding, they will receive the proper information how to recognize and evaluate entry and competition analysis, how to create logo and identity, to present it to customers, and at the end - to finalize it. They will be familiarized in detail with the process of creating, spreading and building a brand, different and possible ways and the messages the brand communicates with the customers, the value, quality, and image of the brand in the minds of your potential clients. To create and conduct branding strategy, that help customers to identify your brand- what it embodies, offers, and looks like, to establish a unique brand voice, personality, and brand identity which help to reach specific, target audience in meaningful ways.

### EQF classification level - Level 3 - 5

#### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Spotting opportunities
    - Thread: Analyse the context
  - Competence: Creativity
    - Thread: Develop ideas
    - Thread: Be innovative
  - Competence: Vision
    - Thread: Imagine
    - Thread: Think strategically
- Area: Resources
  - Competence: Mobilising others
    - Thread: Inspire and get inspired
    - Thread: Persuade
    - Thread: Communicate effectively
    - Thread: Use media effectively

The EntreComp was launched to establish a common reference framework for entrepreneurship as a competence. It helps citizens to develop their ability, to actively participate in society, to manage their own lives and careers and to start value-creating initiatives. Entrepreneurship as a competence applies to all fields of life. It empowers citizens to nurture their personal development, to actively contribute to social development, to enter the labour market as

employee or as entrepreneurs, and to start-up or scale-up ventures which may have a social, cultural or business motive. The Branding process as a conceptual model is made up of two main dimensions that directly mirror the definition of entrepreneurship as the ability to turn ideas into action that generate value for someone other than oneself – new “Ideas and opportunities” and brand (messages, logo and identity) as “Resources”. The Branding is Creativity (develop creative and purposeful ideas), Vision (work towards your vision of the future) and Spotting opportunities (imagination and abilities to identify opportunities for creating value), but also it is Mobilizing resources (gather and manage the resources you need), the ability to get the support needed to achieve valuable outcomes, knowledge and skills how to demonstrate effective communication, persuasion, negotiation and leadership.

The information and contents in this module are arranged in several main subtopics – Entry analysis, Competition analysis, Logo creation, Identity creation, Presentation to customer, and Finalization. These subtopics will give the proper information related to Branding Strategy, Brand brief (Vision and Mission Statements, Brand Promise and Value, Target Audience, Key competitors, Brand Voice and Culture, etc.), Business model (the frame work to understand design, and test your business assumptions in the marketplace), and what are the key words associate with your brand. In this module. The learners will receive an information regarding how to choose a proper business name (metaphors or concepts describe the brand), and how to choose the look of the brand – colours, font, etc. At the end of this module, the learners will have the opportunity to make a self-assessment test about their knowledge of this topic.

In this module, the learners could use some case studies, role models or mapping results, developed in the ENDURANCE framework. Some of these you could found at:

- OCTAGO CORPORATION – a group of enthusiasts decided to shift their hobby to the commercial sphere through the start-up OCTAGO. Find more at: <https://enduranceproject.eu//pdf/ENDURANCE Case Study SK Octago.pdf>;
- The story of Domenico Fioravanti, co-founder of Akron, leader in the sector of sports water wear, the company Akron launched innovative a free-plastic line of products (“Save the Planet” collection) and it secured technical sponsorship deals for important national events. Find more at: <https://enduranceproject.eu//pdf/ENDURANCE Role Model IT Domenico Fioravanti.pdf>.

## B.8 SETTING UP A BUSINESS

### Learning outcomes

The objective of this module is to take the learner through the key milestones of setting up a business out of a sports background. The sport field, athletes and sports people are prone to entrepreneurship, exhibit higher entrepreneurial orientation, and are typically equipped with qualities that can be capitalized also on the entrepreneurial field. Moreover, the sports career also positively affects other individual-related aspects relevant for entrepreneurship, such as personal resources, social relationships and networks, as well as social, emotional and leadership abilities. After taking this module, the learners will understand the interlinks between sports and entrepreneurship. They will realize which of the attributes developed and cultivated through sports are useful in entrepreneurship. Further, they will understand the nature of business ideas, as well as their potential sources and ways to improve their generation. They will learn about the importance and potential means of testing business ideas. The learners will get the adequate information related to the key resources needed to support an innovative idea or opportunity to develop a new business, launch a new venture, or initiate a social enterprise, to identify the main types of income for businesses, non-profit organizations and the state. They will learn how to creating value activities with different forms (a business, a social enterprise, a non-profit organization, etc.) with different structures of ownership (individual company, limited company, cooperative), to apply for public or private business support programmes, financing schemes, public subsidies or calls for tender, develop sustainable business plans or business model for an idea. Finally, they will learn how to design their future business, to create, deliver and capture value to their clients and customers, using and adapt different business model concept.

### EQF classification level - Level 3 - 5

### European Entrepreneurship Competence Framework (EntreComp)

- Area: Ideas & Opportunities
  - Competence: Spotting opportunities
    - Thread: Identify, create and seize opportunities
    - Thread: Focus on challenges
    - Thread: Uncover needs
    - Thread: Analyse the context
  - Competence: Creativity
    - Thread: Be curious and open
    - Thread: Develop ideas
    - Thread: Define problems

- Thread: Design value
- Thread: Be innovative
- Area: Resources
  - Competence: Self-awareness & self-efficacy
    - Thread: Identify your strengths and weaknesses
    - Thread: Believe in your abilities
  - Competence: Financial & Economic literacy
    - Thread: Understand economical and financial concepts
  - Competence: Mobilising others
    - Thread: Communicate effectively
- Area: Into Action
  - Competence: Planning and management
    - Thread: Develop sustainable business plans
    - Thread: Manage risk

Entrepreneurship is a process in which an opportunity is identified, evaluated, and exploited. The ability to identify or create and exploit opportunities is an essential part of entrepreneurial behaviours. The setting up a business process is made up of several dimensions that directly mirror the definition of entrepreneurship as the ability to turn ideas into action - “Financial and economic literacy”, “Mobilizing resources”, and “Planning and management”. These competences help to improve business operations, invent new business models, improve business intelligence or to engage with customers and stakeholders.

The information and contents in this module are arranged in 3 levels:

- Setting the scene - business ideas (problems solutions, benefits, etc.) and opportunities;
- Validate your business idea - testing and validation mindset and testing business ideas in practice;
- Design your project - business model canvas (a visual representation of a business model).

This module covers some of the most important aspects related to setting up a business out of a sports background. It explains which of the attributes developed and cultivated with sports (such as skills, qualities and other sport-related assets) are useful in entrepreneurship, how business ideas are created, what are their key components, and how the ability to generate business ideas can be trained. Further, it explains the importance of testing business ideas before they are actually pursued by emphasizing the testing and validation mindset and pointing out how testing can be implemented in practice. Finally, it introduces the business model, a concept used to explain how a business will work, and provides guidelines on how to draft an own business model

canvas. At the end of this module, the learners will have the opportunity to make a self-assessment test about their knowledge of this topic.

In this module, the learners could use some case studies, role models or mapping results, developed in the ENDURANCE framework. Some of these you could found at:

- The story of “Digital Nomad” Velizar Milanov „DigitInk“- one of the top digital marketing agencies in digital advertisement for online businesses. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_BG\\_Velizar\\_Milanov.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_BG_Velizar_Milanov.pdf);
- The story of Domenico Fioravanti, co-founder of Akron, leader in the sector of sports water wear. Find more at: [https://enduranceproject.eu//pdf/ENDURANCE\\_Role\\_Model\\_IT\\_Domenico\\_Fioravanti.pdf](https://enduranceproject.eu//pdf/ENDURANCE_Role_Model_IT_Domenico_Fioravanti.pdf);

## RECOMMENDATIONS FROM ENDURANCE PILOTING

The present section is based on ENDURANCE piloting, and you will be able to read and gain some knowledge on how entrepreneurship training can be applied into sports. In terms of personality traits that both nurture and demand, sports and entrepreneurship have a lot in common. Throughout their careers, athletes and sportspeople face a variety of challenges, that unwittingly teach and prepare them for the world of entrepreneurship. With this in mind, in this section you will be able to learn how you could apply the entrepreneurship training into sports. You will also find some best practices, case studies, and tips & tricks which the partner organizations had prepared to inspire you.

## RECOMMENDATIONS

From the received feedback and evaluation, project team has revealed that the students were amazed by the ENDURANCE balanced combination of training contents provided and cases studies / best practices that helps transforming innovative ideas into real-world solutions. In particular, they showed appreciation for the number of courses, the variety of contents, the availability of all the materials in 7 languages and the possibility to download the courses. Some of them had previously encountered similar materials but not in a unique and free solution. Being students, they couldn't afford to pay single courses on the skills entrepreneurs should have and they appreciated the openness and 24/7 availability of the ENDURANCE OER Platform.

According to the participants, the ideal teacher / facilitator on this topic is a successful athlete with a successful business or professional realization. During the pilot testing there were several practical tasks that the participants successfully solved by discussing and sharing good practices



from their daily work. Also, they appreciated the extensive and interesting information, convenient operation and the friendly interface of the platform. The knowledge and information gained from working with the platform and shared good practices are the most common feedback thoughts recorded.

Participants confirmed project team perception of suitable targets that can undergo the ENDURANCE training curricula:

- VET students in general;
- Fresh graduates and (young) aspiring entrepreneurs – regardless of their understanding / knowledge of the sport environment;
- Former athletes with a vocation for an entrepreneurial career;
- Whoever has a prototype of business idea and wish to seek for more about the very essentials of entrepreneurship.

Each module provides multiple reading recommendations and external links for further reference. If students are particularly fascinated by any of the topics addressed by the ENDURANCE training resources, they are welcome to look into them for more detailed and fine-tuned references.

For what concerns the ENDURANCE concept as a whole, as we mentioned already, the project team realized that little is known about the opportunities stemming from the overall ecosystem of dual-career opportunities. A confirmation that gives space to a whole new panorama of further ideas to support the long-term sustainability of the project.

## CASE STUDIES

***You can't let success diminish the desire to be a winner.  
There's room for improvement in every athlete.***  
*Lionel Messi*

In order to fully understand how entrepreneurship can be combined with sports, how can an athlete transfer from one sphere into the other and why entrepreneurship is important in the 21<sup>st</sup> century, we have developed several case studies. These case studies present successful examples from the partner countries. We hope that they can serve as great inspiration for you.



<b>Case study in the field of entrepreneurship education in sport</b>	
Author: IHF	
Education programme name	Micro Learning Entrepreneurship for Athletes – MLEA, International Project co-financed by the E+ programme under the SPORT action
Lead institution	The partnership is composed by: Zagreb School of Economics and Management as Applicant (CRO), Croatian Olympic Committee (CRO), Stiftelsen Stockholm School of Economics Institute for Research (SWE), WHU - Otto Beisheim School of Management (GER), Olympic Committee of Bosnia (BIH), Olympic Committee of Serbia (SRB), Olympic Committee of Slovenia (SLO) and the EUSA Institute (SLO).
Website	<a href="https://www.mlea.eu/about">https://www.mlea.eu/about</a>
Delivery form	<input type="checkbox"/> In presence
	<input type="checkbox"/> Online
	<input checked="" type="checkbox"/> Hybrid
Enrol options	<input checked="" type="checkbox"/> Free
	<input type="checkbox"/> Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No
Period of delivery	Available through the OER platform of the project
Available in	English language
Main topics addressed	Modular Curriculums on entrepreneurship
Degree acquired	n/a
Recommended by ENDURANCE team	Project partners, coming from Croatia, Germany, Serbia, Slovenia, Sweden and Bosnia and Herzegovina, decided to undertake this project and address a glaring gap in entrepreneurial education for athletes (in partners' countries and EU level in general) that is adequate for athletes dealing with contemporary issues i.e. balancing sports and education/employment career. According to EU Guidelines on Dual Careers, athletes face challenges to combine sports careers with education/work. To succeed at the highest level of a sport demands intensive training and dedication. With all the competitions at home and abroad, it is difficult to reconcile athletic career with the challenges and restrictions of the education system and labor market. The main objective of the project is to promote education in and through sport and



	to support the implementation of the EU Guidelines on Dual Careers of Athletes with development of tailor-made, modular curriculum on entrepreneurship for athletes, enriched with gamification elements and applied micro-learning methodology, and offered as online educational micro-learning course on entrepreneurship on MLEA learning space/website
Any other relevant comments	

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: Bulgarian Sports Development Association	
Education programme name	Course in Innovation and Entrepreneurship in Sport Organizations Online
Lead institution	Cruyff Institute
Website	<a href="https://johancruyffinstitute.com/en/programa/course-in-innovation-and-entrepreneurship-in-sport-organizations-online/">https://johancruyffinstitute.com/en/programa/course-in-innovation-and-entrepreneurship-in-sport-organizations-online/</a>
Delivery form	<input type="checkbox"/> In presence
	<input checked="" type="checkbox"/> Online
	<input type="checkbox"/> Hybrid
Enroll options	<input type="checkbox"/> Free
	<input checked="" type="checkbox"/> Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No
Period of delivery	October 11, 2022
Available in	English language
Main topics addressed	Provide participants with knowledge and tools in innovation management and the entrepreneurial process of sports institutions.  This course aims to give participants an insight into the main concepts and practices for success at sports organizations.
Degree acquired	Certificate for the Course in Innovation and Entrepreneurship in Sport Organizations from Johan Cruyff Institute.

Recommended by ENDURANCE team	<p>The economic and social environment is extremely dynamic and volatile, the creation of new businesses or the implementation of constant innovations now represent a clear need more than an opportunity.</p> <p>This course will look at the main concepts of entrepreneurship and innovation, using current methodologies and dealing with real casuistry of sports institutions.</p>
Any other relevant comments	<p>The program is aimed at anyone wishing to complement their training with a specialized course that introduces the elements of innovation and entrepreneurship within the field of sport.</p>

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: Poreč Sport's Association	
Education programme name	Business management in sport (graduate study)
Lead institution	PAR University college
Website	<a href="https://par.hr/en/par/">https://par.hr/en/par/</a>
Delivery form	<input checked="" type="checkbox"/> In presence
	<input type="checkbox"/> Online
	<input type="checkbox"/> Hybrid
Enrol options	<input type="checkbox"/> Free
	<input checked="" type="checkbox"/> Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No
Period of delivery	October, 2022
Available in	Croatian language
Main topics addressed	<p>The specialized graduate professional study Sports Management is based on the acquisition of competencies applicable in managerial practice, such as the development of critical thinking, leadership and teamwork, generating new business ideas, applying digital tools and communication skills in sports.</p> <p>By choosing the field of studies of Management of small and medium-sized enterprises, financial management or Sports management,</p>

	<p>students in the second year of studies focus on acquiring specific competencies for a certain area of business.</p> <p>The Sports Management field of study is adapted to the acquisition of managerial competencies for managing sports organizations.</p>
Degree acquired	Upon completion of the studies, the title of <b>professional specialist in economics</b> is obtained
Recommended by ENDURANCE team	Today, sport and entrepreneurship are significantly connected. By acquiring competences in sports, it can certainly be applied to business. The study is aimed at real experience from the business world, and this is where the added value is visible.
Any other relevant comments	As contacts, acquaintances, or networking are created during sport career... the same, along with quality education, can be of great help when starting a business.

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: Karelia University of Applied Sciences	
Education programme name	<b>The Footballer's Pathway 90cr</b>
Lead institution	Haaga-Helia University of Applied Sciences
Website	<a href="https://www.haaga-helia.fi/fi/jalkapalloilijan-opintopolku">https://www.haaga-helia.fi/fi/jalkapalloilijan-opintopolku</a>
Delivery form	<input checked="" type="checkbox"/> In presence
	<input type="checkbox"/> Online
	<input type="checkbox"/> Hybrid
Enrol options	<input type="checkbox"/> Free
	<input checked="" type="checkbox"/> Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No
Period of delivery	August 22nd
Available in	Finnish language
Main topics addressed	The Footballer's Pathway is a 90-credit training and career guidance programme, scheduled to run alongside professional sport in about two years. It is also possible to join after the end of a sporting career.



	<p>The core of the pathway consists of career guidance, mentoring and a strong work-life link. The number of credits to be completed during the pathway can be tailored to the individual and participation is possible entirely via virtual distance learning. There are hardly any timetabled lectures, so it is possible to study entirely according to own schedule.</p> <p>Semester I: Getting ready to study Semester II: Business Skills I Semester III: Business skills II Semester IV: Business Development and Innovation</p>
Degree acquired	Not any degree but right to apply for a full-time student.
Recommended by ENDURANCE team	It is crucial to have certain study pathways for athletes because we all know that being an athlete is full time job. No ordinary studies can be accomplished during the sports career. But nothing lasts forever, neither do sports career. It's important for athlete to look forward and beyond the sports career to build another career. It's much easier to do if there is a degree and a plan when sports career ends.
Any other relevant comments	During the footballer's study path, important basic skills and competences are developed, which provide a good basis for further studies towards a degree, for example in the Haaga-Helia degree in Business Administration or Sports Instructor. Other degrees are also possible.

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: IDP	
Education programme name	Workshop on "Digital & entrepreneurship" for (former) athletes
Lead institution	LVenture Group & SKS365
Website	<a href="https://www.digitalinsportstraining.com/">https://www.digitalinsportstraining.com/</a>
Delivery form	<input type="checkbox"/> In presence
	<input type="checkbox"/> Online
	<input checked="" type="checkbox"/> Hybrid
Enrol options	<input type="checkbox"/> Free
	<input checked="" type="checkbox"/> Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No

Period of delivery	March – May 2021
Available in	Italian language
Main topics addressed	<ul style="list-style-type: none"> <li>• Personal Branding and Communication</li> <li>• Entrepreneurship</li> <li>• Digital Marketing</li> </ul>
Degree acquired	Certificate
Recommended by ENDURANCE team	<p>Specifically designed to change the way people see sports, the program offers a “business oriented” training course with the aim of acquiring fundamental tools and knowledge for a new professional challenge.</p> <p>An experience condensed into 5 workshops in which participants (i.e., former athletes) face the aspects of personal branding, digital communication, social responsibility and entrepreneurship related to sport and start outlining a winning business model</p>
Any other relevant comments	<p>The training intended as acquisition of tools and skills to effectively put into practice the wealth of experience acquired with a view to development and production of value for the community and stakeholders.</p> <p>Increasing a person’s skills, in particular those necessary to meet the demands of an increasingly competitive labour market, can contribute to the development of active citizenship as well as supporting employability.</p>

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: Comenius University Bratislava	
Education programme name	Entrepreneurship in Sport (master level university course)
Lead institution	Comenius University Bratislava, Faculty of Physical Education and Sport
Website	<a href="https://fsport.uniba.sk/">https://fsport.uniba.sk/</a>
Delivery form	<input checked="" type="checkbox"/> In presence
	<input type="checkbox"/> Online
	<input type="checkbox"/> Hybrid
Enrol options	<input checked="" type="checkbox"/> Free
	<input type="checkbox"/> Paid

Focus explicitly on entrepreneurship in sport	<input checked="" type="checkbox"/>	Yes
	<input type="checkbox"/>	No
Period of delivery	Summer semester	
Available in	Slovak language	
Main topics addressed	The objective of this course is to provide students with practical knowledge in the specific areas of entrepreneurship in sports. The main topics addressed include Sport as a space for conducting entrepreneurship; Business entities in sport context (industries, examples, international context); financial management of business entities in sport (basic concepts, sources of financing); Taxation, accounting, health, social and pension insurance of the entrepreneur; Human resources management; Marketing in sport; Ensuring safety and health at work; Personal data protection; and Business ethics.	
Degree acquired	Part of a master's degree study programme	
Recommended by the ENDURANCE team	This course has been designed to follow the "Introduction to Entrepreneurship in Sport" course, so it offers more advanced and specific topics that are extremely useful for future sports entrepreneurs. As it does not cover topics related to ideation, opportunity creation/discovery nor it goes through the entrepreneurship process, participants of such a course should have a previous experience with these topics.	
Any other relevant comments	Beyond the design and contents of the curricula, the key success factors for the implementation of this programme lie in: the motivation and commitment of students as well as lecturers; demonstration of the knowledge and skills covered on practical examples; and involvement of practitioners in providing the subject.	

<b>Case study in the field of entrepreneurship education in sport</b>	
Author: IWS	
Education programme name	Formación IAD (Instituto Andaluz del Deporte) 2022, "Aprende y descubre nuevas metas" Sportive Andalusian Institute- Training Programme 2022 "Learn and discover new goals"
Lead institution	Instituto Andaluz del Deporte

Website	<a href="https://ws226.juntadeandalucia.es/iadformaconti/wordpress/">https://ws226.juntadeandalucia.es/iadformaconti/wordpress/</a>	
Delivery form	<input checked="" type="checkbox"/>	In presence
	<input checked="" type="checkbox"/>	Online
	<input checked="" type="checkbox"/>	Hybrid
Enrol options		Free
	<input checked="" type="checkbox"/>	Paid
Focus explicitly on entrepreneurship is sport	<input checked="" type="checkbox"/>	Yes
		No
Period of delivery	October 1, 2022	
Available in	Spanish language	
Main topics addressed	<p>Area 1. Management of a sportive enterprise</p> <p>Area 2. Marketing and sport</p> <p>Area 3. Sport infrastructures</p> <p>Area 4. Sport and women</p> <p>Area 5. Sport events management</p> <p>Area 6. Technology and sport</p> <p>Area 7. Adapted and inclusive sport</p> <p>Area 8. Media and sport</p> <p>Area 9. Sustainable development</p> <p>Area 10. Transition of sport to the labour market</p>	
Degree acquired	Certificate	
Recommended by ENDURANCE team	The course offers a specialised and various sports training programme as it covers 41 training activities in thematic areas such as sports management, marketing and sport, communication, sustainable development, sporting events, sport and women events, sport and women, adapted and inclusive sport, technology, infrastructures and the transition of athletes to the labour market.	
Any other relevant comments	The course improves hard and soft skills and exchange of experience in the field of sport, favouring alliances and the exchange of knowledge among national and international institutions.	

## RESEARCHERS

Bulgarian Sports Development Association	Bulgaria	Yoanna Dochevska Ivaylo Zdravkov
Comenius University Bratislava, Faculty of Management	Slovakia	Marian Holienka Juraj Mikuš Oskar Karlík
IDP SAS	Italy	Riccardo Di Marco
INTERNET WEB SOLUTIONS	Spain	Roberta Albertazzi Maria Cristina Scarano
IHF, INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES ASBL	Belgium	Lorenzo Costantino
Karelia University of Applied Sciences	Finland	Harri Mielonen Satu Mustonen Anne Ryhänen
Poreč Sport's Association	Croatia	Irena Šker Aleksandar Beaković Verica Mance
Súkromná stredná športová škola	Slovakia	Silvia Jakabova Slavomir Abrahamovsky



## DISCLAIMER

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