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## Action Plan - Business

Part of Project Result 3 – SPORTS INC Action  
Plans

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## 1. Introduction

### 1.1. About the Action Plans

Welcome to the SPORTS INC Action Plans, designed to empower aspiring entrepreneurs, NGOs, businesses, and social enterprises in the field of inclusive sports and active leisure. We aim to provide you with the tools, strategies, and insights needed to develop, implement, and sustain inclusive sports and active leisure. Through these action plans, we seek to enhance strategic and processual alignment within the inclusive sports sector, ensuring that initiatives are inclusive, impactful, and sustainable.

The SPORTS INC Action Plans have a twofold objective: to assist aspiring entrepreneurs and existing businesses in ideating and developing inclusive sports or leisure activities and to guide NGOs and social enterprises in creating or diversifying inclusive sports and leisure initiatives. The ultimate goal is to foster a vibrant ecosystem where inclusive sports and leisure activities are accessible to all, including people with disabilities and special needs.

### 1.2. Approach

To achieve our goals, we adopt a holistic approach that addresses both the conceptual and practical aspects necessary for successful implementation. This encompasses understanding the needs of diverse groups, promoting effective communication and collaboration, and building multidisciplinary teams across different sectors. The focus is on ideating, developing, and evaluating inclusive sports and leisure activities that have a social impact.

### 1.3. Action Plan Objectives

We present three distinct action plans to cater to the unique needs of our target groups:

1. **Aspiring Entrepreneurs Action Plan:** This plan guides aspiring entrepreneurs through the process of setting up a business or becoming solo entrepreneurs in the field of inclusive sports and leisure. It includes exercises, checklists, and assignments for each stage: Ideation, Development, Implementation, and Impact Evaluation.
2. **NGOs Action Plan:** Specifically designed for NGOs working in or for inclusive sports and leisure, this plan outlines steps to create or diversify initiatives. It provides

guidelines, self-reflective questions, and exercises for each stage, focusing on creating opportunities for people with disabilities and special needs.

3. **Business Action Plan:** Tailored for existing businesses and social enterprises, this plan empowers them to ideate, develop, and implement inclusive sports and leisure activities. It offers tools and guidelines for each stage to ensure these initiatives align with strategic and operational goals.

#### 1.4. Expected Outcomes

By engaging with these action plans, aspiring entrepreneurs, NGOs, businesses, and social enterprises can expect the following outcomes:

- Enhanced understanding of the needs and opportunities in inclusive sports and leisure.
- Improved capacity to ideate, develop, and implement inclusive initiatives.
- Increased knowledge and skills to create impactful and sustainable activities.
- Strengthened relationships and partnerships across the inclusive sports and leisure sectors.
- Successful implementation of inclusive sports and leisure initiatives.
- Broadened reach and impact, especially among people with disabilities and special needs.

These action plans are tailored for individuals and organisations looking to make a positive impact in the field of inclusive sports and leisure. Throughout the action plans, we will provide clear instructions, practical exercises, and guidance to facilitate your journey towards creating inclusive and impactful initiatives.

Let us embark on this inspiring and transformative journey together, unlocking the potential of inclusive sports and leisure for everyone.

## 2. Business Action Plan

Welcome to the SPORTS INC Business Action Plan, a dedicated strategy designed for businesses embarking on growth through inclusive sports and leisure. This plan is crafted to assist business leaders in navigating the journey of expansion, innovation, and collaboration in relation to more inclusiveness in the vibrant sports and leisure sector.

This Action Plan aims to provide the acumen and capabilities necessary to steer through the transformational processes that inclusive sports and leisure businesses require. By taking a strategic and systematic approach, the plan encourages businesses to forge a robust ecosystem where opportunities presented by inclusivity become a competitive advantage. The Business Action Plan encompasses essential skills for this transformation. Soft skills involve bridging gaps between diverse community sectors, enhancing communication, and building collaborative teams. Hard skills, meanwhile, focus on specific requirements such as accommodating diverse abilities, leveraging technological advancements, and creating services that cater to an inclusive audience.

By engaging with this Action Plan, businesses can expect to deepen their understanding of inclusive practices, boost their capacity to foster cross-sector partnerships, and acquire the skills to successfully implement inclusive initiatives. The plan positions businesses to strengthen their community impact, achieve sustainable growth, and ultimately unlock the full potential of inclusivity in sports and leisure.

### 2.1. Ideation

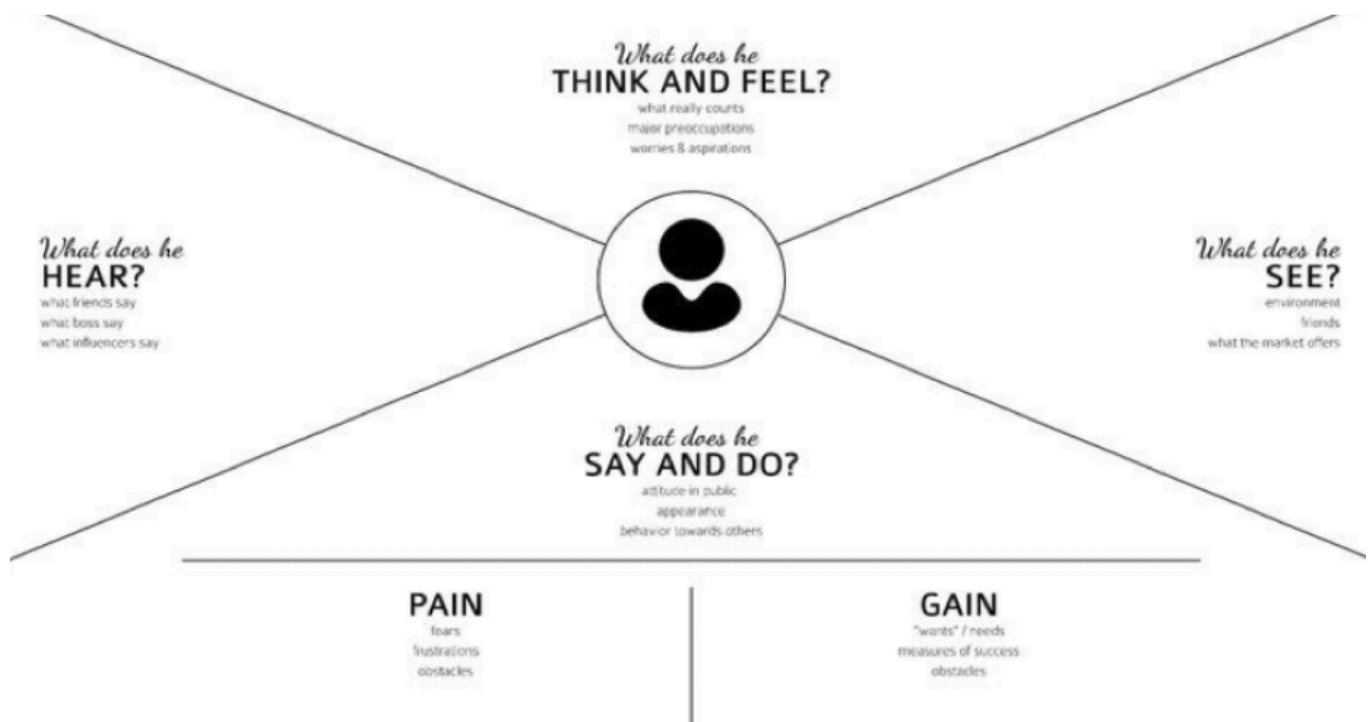
In this initial phase, we challenge businesses to envision transformative collaboration that transcends traditional boundaries. Consider how your business can become a catalyst for inclusivity, fostering an environment where all members of the community can participate and benefit.

During the Ideation phase, we focus on generating strategic initiatives that drive a shift towards a more inclusive and supportive environment for sports and active leisure. The goal is to create a blueprint for action where your business can initiate and support meaningful changes that resonate throughout the sports and leisure landscape.



### 2.1.1. Exercise 1

Consider your role in supporting both traditional and innovative sports and leisure activities. Utilise an Empathy Map to understand your clients' needs and perspectives. This tool will help you fine-tune your offerings to better meet the expectations of your audience and enhance their experience with your business. For this exercise, you can do it yourself or involve potential customers and users.



If you want to know more about the use of the Empathy Map

- <https://www.nngroup.com/articles/empathy-mapping/>
- <https://youtu.be/QwF9a56WFWA>

#### What You'll Need:

- Printed or drawn Empathy Map templates for you or for each participant.
- Pens or markers.
- A timer for structured reflection intervals.

#### Steps:

1. Place the Empathy Map canvas where you or all participants can see and reach it.
2. Provide sticky notes or index cards and a marker for you or each participant.
3. Set a timer for 5 minutes.
  - a. Internally: write down your insights about the business and your customers in the sports and leisure sector, considering their thoughts, feelings, experiences, and needs.
  - b. With potential customers: ask each participant to write insights based on the personas developed for your clients in the sports and leisure sector, considering their thoughts, feelings, experiences, and needs.
4. Once the time is up, you or each participant places their sticky notes or cards on the corresponding section of the Empathy Map.
5. Discussion and reflection:
  - a. Internally: reflect on each point, trying to find the most relevant insights and keywords.
  - b. With potential customers: in a round-robin fashion, discuss each input, allowing participants to elaborate on their thoughts.
6. Continue the discussion and reflection, moving around the Empathy Map until all perspectives are understood and the map is complete.

This Empathy Mapping exercise promotes active participation and equal opportunity for input, fostering a comprehensive understanding of clients' needs which in turn will guide the development of more inclusive services.

### 2.1.2. Exercise 2

Following the Empathy Mapping exercise, the next step is the Value Proposition Design, where you or your team will convert the empathetic insights into concrete service offerings for inclusive sports and leisure. You can do this exercise yourself or involve your team.

#### What You'll Need:

- The completed Empathy Map
- A Value Proposition Canvas template for each idea
- Sticky notes or index cards

- Markers or pens

**Steps:**

1. Review the Empathy Map and identify key insights related to the needs and challenges of individuals with disabilities in sports and leisure.
2. Distribute the Value Proposition Canvas to each participant (if doing it with a team).
3. Use the insights to fill out the "Customer Profile" section, focusing on pains, gains, and customer jobs.
4. Brainstorm or reflect and list potential products, services, and solutions that address the identified needs on sticky notes.
5. Place these sticky notes onto the "Value Map" section, aligning them with corresponding pains and gains.
6. Discussion and reflection:
  - a. Internally: reflect on each point and refine these offerings, ensuring they are realistic and feasible.
  - b. With a team: discuss and refine these offerings, ensuring they are realistic and feasible. Consider asking questions such as "Why is this point valuable?", "How could it be improved?"

This exercise helps translate empathy into actionable value propositions, ensuring that services are designed with the user's needs at the forefront. It provides a focused approach to creating inclusive sports and leisure activities or products that are directly informed by the experiences of the target demographic.

### 2.1.3. Self-Reflective Questions

As you clarify your business path towards inclusive sports and leisure activities, contemplate these points to gauge your approach:

- What potential barriers might your business face in fostering these collaborations during the ideation phase, and what strategies can you employ to overcome these hurdles?

- Engage in scenario planning to anticipate possible challenges and develop proactive strategies for addressing them, ensuring the smooth progression from idea to execution.
- During the ideation phase, what resources or support structures can your business provide to facilitate the seamless integration of ideas in sports and leisure activities to enhance inclusivity?
- How can your business effectively showcase the benefits of tools to sports organisations and elucidate the value of these tools for inclusivity?

### 2.1.4. Checklist

Checklist Implementation	N/A	Done	Comments
Identify sports organisations and NGOs working with people with disabilities and special needs for collaboration.			
Understand the needs and challenges faced in adopting inclusive sports and active leisure.			
Formulate a plan to support partnerships and integration of value among organisations.			
Evaluate the resources and tools your business can provide.			
Develop communication strategies to connect partners and encourage joint initiatives.			
Craft a value proposition highlighting the benefits of inclusive sports and tech collaboration.			
Determine how your business can assist partners throughout their collaborative journey.			
Organise educational programs showcasing the impact of technology in inclusive sports.			

This reflective exercise aims to pinpoint the role your business can play in uniting sports organisations with digital solutions, enhancing the inclusivity of sports activities, and promoting innovation through technology. These considerations form a practical foundation for facilitating a digital, inclusive transformation within the sports sector.

### 2.1.5. Inspiration for Further Development

Drawing from the processes outlined in the SPORTS INC framework, reflect on how these action items could influence your planning stage. Look to successful [case studies](#) within the SPORTS INC community as a source of inspiration and practical guidance for the ideation phase.

## 2.2. Preparation

As your business approaches the Preparation stage, the focus shifts to meticulous planning and strategic organisation, crucial for transitioning from conceptual models to operational programs.

### 2.2.1. Exercise 1

Identify tasks needed to design and integrate inclusive products or services in sports and leisure activities.

- Chart out the tasks necessary for program implementation.
- Allocate responsibilities and set deadlines.
- Predict results and track progress.

You can use the table below to organise and track the progress:

Task	Responsible Person	Deadline	Expected Outcome/Result	Status

### 2.2.2. Self-Reflective Questions

As you integrate your business towards inclusive sports and leisure activities, reflect on the following questions as a support to involving collaborations and implementing operations:

- What are the priorities in operation and project management to reach to a go-to-market strategy?
- What barriers can you expect to find in operations? How can you manage the risk?
- How will your business ensure seamless integration and cooperation among different organisations within the sector of inclusive sports and leisure activities?
- Which resources or services are critical to the success of these partnerships?
- What metrics will your business employ to evaluate the effectiveness of these collaborations?

### 2.2.3. Checklist

Checklist Implementation	N/A	Done	Comments
Craft a comprehensive action plan for fostering collaborations.			
Delegate tasks to your business team members according to their expertise.			
Set up a regular schedule for progress reviews and updates.			
Formulate conflict resolution protocols for challenges that may emerge.			
Provision of necessary tools and support for partner entities.			
Organise skill-building workshops to enhance collaborative capabilities.			
Designate a liaison for each partnership to ensure effective communication.			
Prepare contingency plans for any significant hurdles or			

disruptions.			
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Completing the Preparation stage, your business will be ready for transformation toward a more inclusive strategy, equipped with strategic insights and the resources to meet the diverse needs of the sector. With clarity in goals and a commitment to digital inclusivity, your business is ready to enact a future where sports and technology converge for the benefit of all participants.

## 2.3. Implementation

The Implementation stage is crucial for your business, where you, as a facilitator, actively bring your strategic plans to fruition. This stage involves channeling your efforts into a go-to market strategy and exploring the right paths to success. Here's how you can effectively manage this process:

- **Engage with Small Sports Businesses:** Start by understanding the unique needs, goals, and challenges faced by small sports businesses. This includes recognising their operational practices, target markets, and potential areas for digital enhancement.
- **Connect with Digital Solutions Providers:** Simultaneously, establish relationships with digital technology firms that specialise in sports-related solutions. Identify their services and products that can aid the digital transformation of small sports businesses.
- **Facilitate Collaboration:** As a facilitator, your role is to bridge the gap between small sports businesses and digital solutions providers. Help sports businesses see the value in digital tools and services to enhance their operations and market reach. Assist digital providers in tailoring their solutions to meet the specific needs of the sports sector.
- **Monitor and Guide Progress:** Keep a close eye on the collaborative projects between these two groups. Track their progress, celebrate successes, and address challenges promptly. Ensure that the collaboration is on track and aligned with the overall objectives of your business.

### 2.3.1. Exercise: Monitor Progress

Implement a regular check-in system to monitor the progress of each project. Use a tracking table to keep a clear overview of where each party stands and if they are adhering to the planned trajectory. Adjustments and interventions can be made promptly if deviations from the plan are observed.

Track and review the progress of each task, comparing initial goals with the current status and adjusting as needed to stay aligned with your mission.

Task	Initial Status	Current Status	On Track	Changes Made

### 2.3.2. Self-Reflective Questions

- Are the products or services advancing according to the strategic plan?
- What obstacles have been encountered, and how have they been mitigated?
- How is your business monitoring the progress? Is the approach flexible or structured, and how effective has it been?
- What has been the response of customers to the new, more inclusive products or services?
- Are there any necessary adjustments to your business methods or resources?

### 2.3.3. Checklist

Checklist Implementation	N/A	Done	Comments
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<b>Schedule and conduct regular progress meetings to track customer feedback</b>			
<b>Address and resolve any emerging challenges promptly</b>			
<b>Ensure continuous and transparent communication with all parties</b>			
<b>Revise the action plan based on feedback and developments</b>			
<b>Deliver consistent support to customers throughout the project</b>			
<b>Keep all stakeholders updated on the progress</b>			
<b>Regularly review and revise KPIs to align with project goals</b>			
<b>Confirm that all collaborations remain within operational and financial limits</b>			
<b>Cultivate a supportive environment that fosters innovation and problem-solving</b>			

Completing this phase, your business will have established a robust network where businesses synergize, leveraging digital advancements to foster an inclusive and innovative sports ecosystem. Through diligent monitoring and responsive adaptations, your business ensures that each collaboration not only thrives but also contributes to the overarching goal of transformative growth within the community.

### 2.3.4. Inspiration for further development

Drawing upon the SPORTS INC [case studies](#) and success stories, we have conceptualised potential advancements for various inclusive sports and leisure business models. These ideas can serve as a catalyst when considering the progression beyond the ideation phase for your Business venture.

## 2.4. Evaluation & Closing

As we conclude the Business Action Plan for leisure and sports businesses catering to individuals with disabilities, our focus now turns to the critical stage of Evaluation & Closing.

This phase is essential for gauging the effectiveness of our collaborative and digital enhancement strategies within this specialised sector. It's a time to measure how well we've achieved our strategic objectives and identify areas for future development.

The evaluation process should be methodical. Begin by revisiting your strategic goals, especially those aimed at fostering collaboration and advancing digital capabilities in leisure and sports businesses focused on disability inclusion. Compare these objectives with the actual outcomes. Has there been a significant enhancement in collaborative efforts? Have these businesses embraced digital transformation effectively?

Next, evaluate each initiative on an individual basis. Determine the successes and shortcomings, understanding the factors contributing to each. Consider both quantitative metrics (such as the level of digital integration, number of collaborative ventures, engagement rates) and qualitative feedback (from your team, stakeholders, and the businesses you support).

Analyse this data to discern patterns, insights, and areas needing attention. What elements contributed to the success of specific initiatives? Were there recurring challenges that impeded progress? Utilise this information to refine and improve your strategies.

Finally, create an action plan focusing on improvements. Prioritise these based on their potential impact and integrate them into your subsequent operational cycle.

Remember, this stage is not just about concluding the current cycle, but about laying the groundwork for ongoing advancement and future successes in supporting businesses in the leisure and sports sector for people with disabilities.

### 2.4.1. Exercise: Evaluate Results

To initiate the evaluation process, contemplate various facets of your business using the following topics. For each dimension, opt for a response that accurately reflects your business's current status:

1. **Initiatives:** Examine the success of your initiatives. Did they achieve their intended goals? Were there any unanticipated outcomes? For instance, if a new accessible sports program was launched, evaluate its reach, participation rates, and participant feedback.
2. **Collaboration:** Assess the scope of your collaboration efforts. Have you engaged effectively with NGOs or organizations in the inclusive sports and leisure sector? Consider the strength of these partnerships and their impact on your business.
3. **Engagement:** Measure the involvement of customers and stakeholders. Are they actively participating in and benefiting from your services? Evaluate feedback and interaction levels to gauge engagement.
4. **Performance Metrics:** Review critical data, such as customer satisfaction scores, program participation rates, and feedback on accessibility features. These metrics provide insights into your business's operational success.
5. **Feedback:** Analyze qualitative input from users, team members, your professional network, and partners or collaborators. What insights can you gather about your offerings' effectiveness and areas for enhancement?
6. **Improvement Areas:** Based on your evaluations, pinpoint sectors within your business that require advancement. Consider feedback, performance data, and observations to identify these areas.

Be unbiased in your assessment, acknowledging both accomplishments and improvement necessities. This evaluation offers a holistic view of your business's performance, setting a foundation for targeted enhancements.

### 2.4.2. Checklist

Post-evaluation, proceed to a checklist phase. This detailed list serves as a review framework, ensuring thorough consideration of all program components. Mark aspects as completed, pending, or irrelevant, and establish deadlines for unresolved tasks to promote progression and focus.

Evaluation Aspect	N/A	Done	To Be Done
<b>Strategic Goals: Evaluate each objective to determine if it</b>			

<b>has been met, partially, or unmet. Record the underlying reasons.</b>			
<b>Initiative Outcomes: Analyze each initiative's impact concerning your strategic objectives, noting their influence on your performance.</b>			
<b>Feedback: Collect and analyse feedback from all users, including team members, your professional, partners, and other businesses or organisations.</b>			
<b>Performance Metrics: Ensure comprehensive data collection and analysis to derive meaningful insights from performance indicators.</b>			
<b>Areas for Improvement: Document sectors that need refinement, such as processes, strategies, resource allocation, or engagement.</b>			
<b>Future Action Plan: Formulate a strategy for the ensuing phase, emphasizing leveraging strengths and rectifying weaknesses.</b>			

This checklist is a pivotal tool for thorough evaluation, empowering you to scrutinize your operations comprehensively. It aids in understanding your performance, identifying enhancement areas, and preparing for continuous growth in supporting inclusive sports and active leisure.

### 2.4.3. Self-Reflective Questions

As we wrap up the Evaluation & Closing stage, it's time for a deep self-assessment. This process is pivotal in charting the way forward for your business, especially in supporting inclusive sports and active leisure catering to people with disabilities. Reflecting on the following questions will help guide your strategy for the future:

- **Partnership Facilitation:** Evaluate how well you have built partnerships to enhance your offerings. Have your collaborative efforts brought tangible benefits for your business and the community you serve, especially regarding inclusivity? If there were barriers, what were they, and how can they be overcome? Understanding these challenges can guide you to forge stronger alliances in the future.

- **Impact:** Reflect on your role in impacting the customers or users of your products and services. Has your assistance meaningfully enhanced their capabilities, particularly in addressing the needs of people with disabilities?
- **Engagement and Collaboration:** Assess your methods for engaging customers and fostering collaboration. Which strategies have been most successful, and which have faced hurdles? Insight into these dynamics is crucial for honing your engagement strategies and fostering a community that values inclusivity.
- **Future Strategies:** Reflect on the takeaways from your recent experiences. How can you leverage these insights to enhance your business's impact in the inclusive sports and leisure sector? Consider innovative approaches or adjustments that could amplify your effectiveness and reach. This reflection is crucial in cultivating a mindset of ongoing growth and adaptability.

Addressing these reflective questions offers profound insights into your business's operations and strategic direction. By critically assessing these aspects, you can refine your approach, elevate your service offerings, and reinforce your commitment to inclusivity in sports and active leisure.

Successfully navigating this evaluative phase arms you with the insights needed to advance your business. Utilize this understanding to sharpen your strategies, enhance your offerings, and sustain your role in driving positive change within the inclusive sports and leisure landscape. This stage is not merely an endpoint but a vital step in your continuous journey to empower your community through inclusive and accessible services.

#### **2.4.4. Inspiration for further development**

Using the SPORTS INC e-learning platform, we have provided [case studies](#) as a starting point, we have “ideated” some possible next steps for 2 of these cases, which can serve as inspiration when reflecting upon the ideation phase.

#### **2.4.5. Relevant resources**

To enhance your understanding of this Action Plan and apply the skills and knowledge acquired, consider exploring the following resources:

## Tutorials and How To:

- [Business Process Monitoring: A Comprehensive Guide for Effective Operations](#)
- [A complete guide to project monitoring, project evaluation, and project control](#)
- [Guide to Project Monitoring and Control Phase of Project Management](#)
- [A beginner's guide to inclusive monitoring and evaluation: from talking to doing](#)
- [Leadership and effective collaboration](#)
- [Project Management – Monitoring and evaluation](#)
- [How to reinvent the customer experience through design thinking](#)

## Articles and Examples:

- [Project Monitoring: What It Is and Why It's Important](#)
- [Fundamentals of inclusive sport programs](#)
- [Tips for inclusive language in sport for people with disability](#)
- [4 Ways to Build Inclusive Sports and Recreation Programs for Children with Disabilities](#)
- [Breaking Barriers: Strategies For Inclusivity in Sports](#)
- [Leisure Activities for People with Disabilities: Embracing Inclusivity and Fun](#)
- [Co-Creation for Social Innovation - Hitachi](#)
- [5 Marketing Techniques to Reach Disabled Customers](#)
- [Top 5 Project Management Tools for Google Workspace Users](#)
- [A Step-by-Step Guide to Sales Analysis](#)
- [The Future of Work: Reviewing the Best Project Management Tools](#)

By fully utilising the resources provided, you can expand your understanding and enhance your capabilities, crucial for effectively conducting the Evaluation & Closing stage of the SPORTS INC Action Plan. This enhanced proficiency not only aids your current initiatives but also enriches future ventures. With this solid knowledge base, your business is better equipped to engage in meaningful collaborations, swiftly navigate through the evolving landscape of the inclusive sports and leisure industry, and steer your enterprise toward sustained growth and success.

