



PROJECT SPINENT
SPORTTECH FOR YOUTH



INTELLECTUAL OUTPUT-1
INTERACTIVE
GUIDE AND TOOLKIT
ON SPORTSTECH
ENTREPRENEURSHIP



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PROJECT **SPINENT**
SPORTTECH FOR YOUTH

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INTRODUCTION TO SPORTTECH



SPORTSTECH MARKET

To put it simply, sports tech is the intersection of sports and technology. In other words, when technology is used to create a solution in the realm of sports, it falls under the umbrella of sports tech. Solutions that have changed the way athletes compete or help them improve their performance or even new ways of engaging sports fans — that's all sports tech. Sports tech has been around for years now, although the term is somewhat new. For instance, in the time of Adi Dassler, sports tech meant adding revolutionary screw-in football studs. Now, it might mean using AI to generate in-deep analytics in real time. That's also sports tech. Personally, some of the solutions that interest me the most are the ones that use technology to get people moving and exercising.

Sports technology has been significantly adopted in outdoor sports activities such as cricket, football, soccer, rugby, etc. The games are contributing significantly in terms of revenue to the sports technology market. Moreover, indoor sports activities are also contributing prominently to the market due to an increase in the adoption of sports technology in games such as basketball, badminton, chess, swimming, etc. Currently, the adoption of sports technology is lower in indoor sports compared to outdoor sports. However, it is expected to increase in the near future. A rise in the adoption of wearable devices by athletes across regions is expected to drive the sport technology market. The clubs segment is expected to account for a significant share of the sport technology market over the forecast period.



The global sport technology market was valued at US\$ 27,589.5 Mn in 2018. It is expected to expand at a CAGR of 14.7% during the forecast period.

The adoption of Internet of Things (IoT) in the sports industry plays a major role in the development of players, player and fan safety, and fan engagement. IoT provides a platform to fans, coaches, physiotherapists, and players to analyse the collected data from various devices. Users can share game strategy and players' injury status. The platform provides enhanced customer experience. Additionally, the integration of Artificial Intelligence (AI)-enabled solutions in the sports industry helps bring automation and data analysis for business decisions, ticket sales, sponsorship activations, athlete training, and performance evaluation, thereby accelerating the sports technology market. Further, the integration of virtual and augmented reality in sports plays a key role in constantly engaging fans by providing them the opportunity to get closer to athletes. In the 2018 session, all 33 games of the FIFA World Cup were broadcasted on BBC sports through a virtual reality (VR) app. Thus, an increase in the adoption of advanced technology in sports media is expected to drive the sport technology market. However, a rise in cybersecurity concerns is one of the major restraining factors hampering the global sports technology market. Nevertheless, a rise in demand for various advanced technologies such as analytics solutions, wearable devices, etc. for team management, athlete performance, and team performance due to an increase in competition is anticipated to offer growth opportunities to the global sport technology market.

The sports technology market in Europe is estimated to expand at a high growth rate, mainly due to the use of advanced technology across different sports in European countries. 2018 for European SportsTech was indeed exciting. It has more than 1,000 SportsTech companies in Europe and the invested capital reached a new all-time high with about 135 M€ in 2017, after a steady growth and more than tripling compared to 2013.

In 2018, the total amount invested in the sector was at an all-time high with disclosed deals totalling over €360 mn. There were 48 deals of €1 mn or more showing that investors are not afraid of making significant bets.

The industry also saw a number of new initiatives, especially events and accelerator & incubator programs, to support the development of startups and promote the ecosystem in general.

It has strong SportsTech countries and regions, like the UK, France, the Nordics, the German speaking countries, the Iberian countries or the Benelux region, with great startups spreading all over the continent. Big sports organizations are hosting tech events and are applying tech-based solutions in their day-to-day business. New initiatives, projects and events are popping up everywhere. The experts believe that this is just the beginning of a new era in sports. New business models in sports are projected to emerge due to the rise of blockchain technology and Artificial Intelligence in Europe. The economies of European countries are developing at a

rapid pace, giving rise to a steadily increasing number of start-ups and creating growing momentum. Additionally, European investors are still more traditional, low risk takers, and demanding. Therefore, there is need for better connectivity between the sports world, investment world, and tech world. These factors are expected to fuel the growth of the sport technology market.

Sports Business in general is also growing strongly. The European football market alone is worth over €25 bn (according to Deloitte) and sponsorship and activation spends are at a record high, as an increasing number of brands turn to sports sponsorship. Primarily driven by the fact that sports remains possibly the last bastion of scheduled programming with predictable eyeballs, a result of the growth of on demand content consumption through platforms such as Netflix, Amazon and others.

Major players operating in the sport technology market include Accenture Plc, Catapult Group International Ltd, Chetu Inc., Firstbeat Technologies Ltd, IBM Corporation, Kinexon Precision Technologies GmbH, Krossover Intelligence Inc., Opta Sports, Oracle Corporation, Orreco Limited, SAP SE, SAS Institute Inc, SportRadar, STATS LLC, and Tableau Software Inc.

SPORTSTECH ECOSYSTEM

In this section we want to share some basic information with you, which includes available definitions of the sports technology ecosystem from a US and from an European perspective. The definitions are based on extensive research of recent sports tech investments by VCs and sport tech startups in the US and Europe.

In 2016 Sparsh Agrawal and Varun Sanon researched for Sport Tech investments by VCs in a project at Harvard Business School, defining the sports technology ecosystem the following way:

The full 38 page report describes the categories in detail along with market sizes, trends, investing challenges and a list of 400 companies.

The full report is available here: <https://goo.gl/HcKpgo>

Another definition of the sports tech ecosystem comes from Benjamin Penkert. He screened over +850 Sportstech startups in Europe and clustered them into four main categories – Activity & Performance, Management & Organisation, Media & Fans and Games & Bets. Find below his analysis of the German Sportstech landscape:



GERMAN SPORTSTECH LANDSCAPE*

#sportstecheurope



Further analyses of European countries, e.g. France and UK are available here:
<https://medium.com/sportstechx>

Over the last years SportsTechX has developed a framework for the SportsTech industry with the ultimate goal of creating a common understanding and structure for everyone involved. After having reviewed thousands of companies more, they've made some slight changes in the 2019 version. The framework has been of indescribable value for us as it provides a common ground within which to make comparisons between companies, understand wider trends and identify anomalies.

The updated framework was first introduced in the European SportsTech Report 2019.

Overview of the sectors

1. Activity & Performance

Covers all solutions surrounding the actual activity, no matter if it's before, during or after it. Includes offerings for professional athletes and also those at an amateur or leisure level. Common goals are improving skills & performance, increasing motivation or gamifying sports and preventing injuries.

2. Management & Organisation

Solutions that help to manage sports clubs, teams, associations, leagues, events and venues in a variety of ways. Also covers platforms to find interesting activities, other sportsmen, coaches, etc. and to buy products and services, such as tickets or sports related trips.

3. Fans & Media

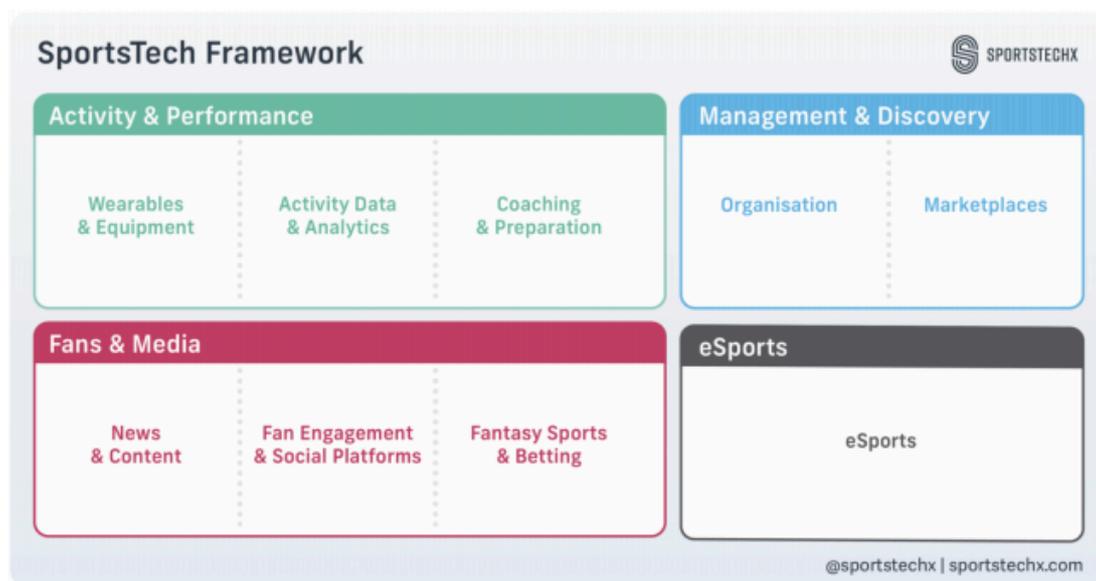
This sector is all about how sport is consumed by fans and viewers. It includes solutions that help capture, process and present all kinds of content, data and insights, in order to entertain and engage, both in the real and the



virtual world. Also covers platforms that build relationships between fans and athletes, teams, brands, etc., often to serve commercial purposes.

4. eSports

All solutions for the field of competitive, professional (video) gaming, that include at least two players. Technically covers all of the above mentioned sectors, but all in the world of eSports.



SPORSTECH STAKEHOLDERS

Accelerator & Incubator Programs

FC Köln HYPE Accelerator Cologne, Germany

FC Köln opens up its eco system to support sport tech and innovation in sports, together with HYPE Sports Innovation. The partnership will run for three years, with a total of six cycles and 10-12 startups each. They will test their products, services and business models under real conditions and get access to a professional football club and all the stakeholders involved.

Arsenal Innovation Lab London, UK

Arsenal partnered with L Marks to launch the Arsenal Innovation Lab, as the latest step in a history of innovation which has been central to the club since its formation in 1886. The inaugural lab ran in 2018 with six high-calibre startups from the US, Israel and across Europe. The startups were based within Emirates Stadium for 10 weeks and worked closely with the Arsenal team.



ActiveLab London, UK

ActiveLab - the global launchpad for innovation in physical activity - seeks to get more people, more active, more often through the development and delivery of innovative technology throughout the UK's physical activity sector. The ActiveLab accelerator programme works with scaling businesses from around the world, delivering UK market insight, scaling expertise and connections.

GSIC Sport Thinkers Madrid, Spain

Global Sports Innovation Center (GSIC) is based in Madrid and it's a non-profit association with a philosophy of a business cluster that was powered by Microsoft Sports Team in May of 2015 to be meeting point for all the economic sectors linked to sports (performance, health, fitness, fan engagement, IT, sporting goods, wearables, tourism, education, etc).

leAD Sports Berlin, Germany

leAD mentors and trains startups in business, finance, investment, sales, marketing, team development and pitching. Founders are challenged to sharpen their business models, accelerate their development and tap into leAD's network spanning some of the most important players in the sports industry to build lasting mentor relationships, score new partnerships, and raise followon investment.

Le Tremplin Paris, France

Launched in 2014 in Paris, Le Tremplin, the Sports Innovation Hub, brings together 60 sportsrelated startups with close to 30 large corporate and institutional partners around mentoring activities, workshops, conferences and networking events.

Platform A Paris, France

The accelerator aims to use the innovative power of the global start-up scene to jointly identify the potential for new strategically important projects. The focus lies on the areas of digital, global sales and community building. Platform A was launched at Station F, the world's largest start-up campus located in Paris.

SCORE Berlin, Germany

APX has teamed up with experts in the fields of esports and Gaming, to provide early-stage Startups with a focus in that fields a launch pad for their ideas. The esports Track at APX is a highly targeted and condensed accelerator program.

SPIN Accelerator Italy Rovereto, Italy

Trentino Sviluppo is one of the leading actors in European sport business. The accelerator program, called Spin Accelerator Italy, offers 16 weeks of incubation, with no equity sharing. Startups can use technologies, facilities and labs which are part of Polo Meccatronica and Progetto Manifattura innovation hubs.



SPIN Accelerator Sweden Stockholm, Sweden

The Swedish Olympic Academy (SOA) is founded by the Swedish Olympic Committee (SOK), KTH Royal Institute of Technology, Karolinska Institute and the SSE Stockholm School of Economics. They power the program and combine their technology, innovation and business expertise with Olympic level sports knowledge.

SPIN Accelerator UK Loughborough, UK

The SPIN Accelerator is a 12-week programme of workshops, mentoring and introductions developed specifically to support nascent sport technology companies to develop and grow. Up to 25 teams will take part in a selection boot camp and half of these teams will be taken forward to the full programme, which will culminate in a demo day.

SportTech Hub London, UK

SportTech Hub is the London Sport-backed incubator programme established to scale the best and brightest tech innovations for physical activity and sport. At the heart of the programme is a central belief: that great technology innovation can support people to live more active lives.

SportUp Ghent, Belgium

SportUp is a collaboration between the sports innovation consortium at Ghent University (Victoris) and imec.istart. The project is divided into 3 elements: SportUp Meet is an event & community format, SportUp Boost is an equity free early-stage pre-accelerator and SportUp Start is the sports tech vertical of the experienced imec.istart accelerator.

Tenkan-Ten Barcelona, Spain

Tenkan-Ten is the first global sports and wellbeing growth catalyst focused on growth stage startups. The core focus of the 4-month program is to accompany the startups on the journey to reach their personal tipping point, which is also the Japanese translation of Tenkan Ten.

UEFA Start-Up Challenge Nyon, Switzerland

“The UEFA Start-Up Challenge offers an exclusive opportunity to start-ups to take part in an incubation programme facilitated by ThinkSport in the heart of a unique sports ecosystem (Lausanne, CH). It has been designed for early- & extension-stage start-ups which aim to positively impact football.”

Wylab Chiavari, Italy

Wylab is the first Italian incubator (based in Chiavari on the sunny Liguria coast) with the aim to develop a center of excellence for all initiatives around sport & technology. Looking both at earlystage and consolidated startups, the mission is to become the main player for all projects related to sports innovation in Italy.

Inverstors

Aser London, UK

Launched in 2015 by Andrea Radrizzani, Aser is a leading global media and sports investment platform based in London, targeting strategic acquisitions in the sports media and sports tech sectors and overlooking the business expansion of its portfolio companies.

BITKRAFT Berlin, Germany

BITKRAFT Esports Venture is the worlds first and only Venture Fund focussed entirely on Esports. It is our fundamental belief that Esports are the next generation of sport entertainment and set to capture large parts of the entertainment industry.

Shorai Valencia, Spain

Shorai is a BA network, its partners are mainly athletes or investors that loved sports and want to help improving the whole sports experience through technology. Shorai is interested in all type of companies with in the sector and health companies that also could be related to sports performance and athlete's rehabilitation.

Sports Investment Partners London, UK

Sports Investment Partners (SIP) is focused purely on driving investment and growth in the sports industry. SIP takes an “operating leverage” approach, proactively seeking opportunities which allow it to leverage its significant experience and track record of success in sport and business.

Trust Esport Ventures Paris, France

Trust Esport Ventures is the first seed & early-stage fund entirely dedicated to innovative startups in the Esports sector. The fund is set up in a partnership between FIMALAC, an international player in digital media and entertainment (through Webedia and Fimalac Entertainment) and Matthieu Dallon.

Events, Awards and Other Initatives

Barca Innovation Hub Barcelona, Spain

BIH is the key strategic Innovation project at FC Barcelona. Its mission is to become the most relevant innovation center in the sport industry worldwide. It has three main goals: 1. Incorporate and share cutting edge knowledge in the industry. 2. Contribute to the “mes que un Club” brand positioning. 3. Generate new revenue streams for the Club.

Change The Game Amsterdam, The Netherlands

The Johan Cruijff ArenA, with Ajax and the KNVB, is developing innovative new services for stadium visitors, and challenging companies in the ‘Change the Game’ program. Smart innovations should enhance the visitor experience, e.g. by providing exclusive content for events or showing visitors the shortest lines in the stadium.



Euroleagues Basket Tech Challenge Barcelona,

Spain The Euroleague Basketball Tech Challenge is a startup competition that aims to award the best upcoming technological innovative solutions that are applicable to the professional sports industry and that have potential to help sports organizations to better connect with their audiences and grow their existing business or create new revenue streams.

European Sports Technology Awards Berlin, Germany

The European Sports Technology Awards recognize and celebrate excellence in data, digital and technology for European based companies and organizations across the full spectrum of the Sport, Media, Entertainment, Health and Technology ecosystem.

FitTech Summit Munich, Germany

Burda Bootcamp's FitTech Summit is Europe's first conference on fitness innovation, health & lifestyle powered by Hubert Burda Media. It brings promising startups, investors & corporates together to set the agenda for the emerging FitTech industry. 1000+ international participants, 3 stages, 15h top class content & 50 handpicked startups set a new benchmark.

Global Sports Innovation Center Madrid, Spain

Global Sports Innovation Center (GSIC) is based in Madrid and it's a non-profit association with a philosophy of a business cluster that was powered by Microsoft Sports Team in May of 2015 to be meeting point for all the economic sectors linked to sports (performance, health, fitness, fan engagement, IT, sporting goods, wearables, tourism, education, etc).

INDESUP! Barcelona, Spain

INDESUP! is a programme to boost the creation and consolidation of new companies in the sports industry in Catalonia. It has a cross-cutting vocation and it is addressed to all those startups operating in any field related to sport. It also responds to all the needs that you can find as an entrepreneur, from the development of a business plan to the research of funding.

ISPO Brandnew Munich, Germany

ISPO Brandnew is the stepping stone for startups into the sports industry. Each year an international jury of sports entrepreneurs selects the new generation of brands that present themselves towards an international retail and sports business audience. Many of the past participants are shaping the market today.

Leaders Tech Competition London, UK

The Leaders Tech Start Up Competition aims to identify the five most promising startups in sports business and performance via a rigorous, industry-led judging process. The 'Final 5' are invited to the Leaders Sport Business Summit in London each October to pitch their product or service to an expert judging panel.



Sports Analytics Conference Global

The Sports Analytics World Series is the world's largest conference program for Sports Digital, Sports Technology and Sports Data. In 2019-2020 Conferences will be held in eight major regions - Australia, Netherlands, UK, India, Japan, Canada, California, Texas and Netherlands. Attendees celebrate the world's leading companies, innovators, startups, partnerships and fast-growth technologies.

Sports Innovation Summit Paris, France

Since 2014, we have organized Sport Innovation Summits in Mexico, Paris and Tokyo. Because Innovation starts by bringing people together, we have connected more than 300 international speakers sharing with around 3000 B-to-B delegates around the world, aiming to break barriers between countries, sports as well as non sport experts & field of expertise.

SMASH Helsinki, Finland

Smash is an event dedicated to sports and well-being technologies. Leading experts of their field deliver keynote presentations, startups pitch their products at the fair area and investors are looking for raw talent and potential. Pitching competition(s) highlight the event.

Sport Business Chain Bucharest, Romania

Sport Business Chain is an annual international conference whose aim is to contribute to the development of the Eastern European sport business landscape. Its objective is to arm sport enthusiasts with global insights, industry trends, networking and development opportunities across the public, private and volunteering sectors.

Sport Experience Eindhoven, The Netherlands

We see sports innovation as driving force to answer our societal challenges. It's where the energy, healthcare, leisure & mobility industry i.e. benefit from sports innovation and vice versa. With this broader orientation the sports innovation sector comes fully to fruition.

SportsTech Awards London, UK

The STA (Sports Technology Awards) Group has become the leading collective of global initiatives celebrating tech-led innovation in sports. The aim of the Group is to 'inform, inspire and celebrate' all aspects of outstanding sports technology, and is supported in this endeavour by a network of leading influencers and brands from across the world of sport.

SportsTech Ireland Limerick, Ireland

SportsTech Ireland has the mission to position Ireland as a leading destination for SportsTech. The board includes leaders from Under Armour, Openet Technology, Olympic athletes and coaches, noted academics, investors and advisors. Its co-founders are Gráinne Barry, Martina Skelly and Emily Ross.



SportsTech Poland Warsaw, Poland

SportsTech Poland is the first project in Poland that creates an ecosystem of new technologies for the sports industry. It helps startups operating in the sports tech industry to implement their vision by organizing workshops, supplementing project teams with people with necessary qualifications, developing a financial support model in order to create a product.

SportsTech Transer and R&D Summit Ghent, Belgium

The event promotes knowledge exchange between public authorities, academia & industry, to strengthen the cooperation & transfer of innovations from research labs into industrial exploitation. It encourages commercialization of technologies developed at public and private research organizations and promotes cooperation between research and development groups.

SportUp Izmir, Turkey

Sportup is an initiative started by Sporlab in 2016 to establish a network that brings innovative ideas, people, brands, entrepreneurs, investors, and institutions together with the goal to develop sports to grow FASTER, aim HIGHER and become STRONGER. Within more than two years, we have organised regular meetups, conferences and a grassroots initiative called Fikir Maratonu (Ideathon) as part of the official Istanbul Marathon.

SportUp North Västerbotten, Sweden

SportUp North is the catalyst in Västerbotten's sports industry. Through strategic point initiatives, we can make small and medium sized companies grow. Our task is to spice up passion and knowledge, which is found in entrepreneurs in the region, and help with financial support and networks. We want to create strong and equal sports industry for the whole of Västerbotten, inland as cost, now and onwards.

Think Sport / The Spot Lausanne, Switzerland

ThinkSport is a unique B2B network based in Lausanne (Switzerland) that brings together the different sectors of sport: international sport organisations, academic institutes and businesses. Our aim is to facilitate new partnerships, knowledge sharing, creative thinking and innovative projects. THE SPOT is an international two-day event bringing together bright minds, visionaries and fresh innovations from different sectors.

UNWTO Madrid, Spain

The 1st UNWTO Sports Tourism Start-up Competition is an initiative committed to innovation and promotion of entrepreneurship in sports, especially start-ups that are most relevant to the Sports Tourism sector. The projects will be selected based on various criteria.

World Football Summit / StartCup Madrid, Spain

World Football Summit is an international event focused on the football industry, gathering some of the most influential professionals in order to discuss the most relevant topics and generate business opportunities. Since its first edition in 2016, the growth of the event has been exponential. 50% of the attendees coming from outside of Spain and representing 103 different countries.

CURRENT TECHNOLOGIES IN SPORTS

Data Analytics

Today, every major professional sports team either has an analytics department or an analytics expert on staff. For instance, teams in the NBA, such as the San Antonio Spurs, use big data sets to help owners and coaches recruit players and execute game plans. Teams are also using data analytics to prevent injuries using tools such as Kitman Labs . With intelligent use of analytics, sports teams can dominate a league and venues can maximize ticket sales through dynamic pricing (QCue).

Data driven thinking has also caught on with fans, who are now big consumers of sports analytics. For instance, performance prediction is widely used by fans in deciding teams for fantasy sports. Nate Silver's FiveThirtyEight.com is a leading player in this space. The analytics market is anticipated to reach \$4.7 billion by 2021.5 The MIT Sports Analytics Conference (<http://www.sloansportsconference.com/>) is a testament of the growing importance of this category. We have intentionally left out any technologies that use sensors (eg. 'a smart tennis racket') or smart devices from this category. These have been covered under the 'Wearables and Smart Devices' category.

Virtual / Augmented Reality

The VR market is still in its infancy and requires coordination from several different players and needs to overcome significant tech challenges. David Famolari, of Verizon Ventures in his blog post writes, 'I believe that VR can dramatically transform the Sports viewing experience'. According to a report by Piper Jaffray, the VR market in sports is estimated to grow to \$4 billion by 2025. Value drivers in VR could range from live broadcasts, deep fan engagement to gaming, coaching and training (eg. Strivr Labs).

The energy in this space is incredibly exciting. VR levels the field, enabling the masses to experience what only a minority might otherwise experience. For instance, ' LiveLike' , a company that promises to bring a live stadium experience to your home, won the TechCrunch NFL competition held at the Stanford GSB in February 2016.

VR can be divided into subcategories such as VR headsets (O culus Rift), 3D content creation (JauntVR) and stitching (VideoStitch) etc. Further, within VR headsets there are 3 distinctions: Mobile VR (S amsung Gear, IonVR), Tethered VR



(Oculus CV1, HTC Vive) and Augmented Reality (HoloLens, MagicLeap). Saswat Panda, CTO of LiveLike in an interview quotes “VR will eventually merge with AR, but AR is definitely quite a few years out from consumer adoption. Tethered VR provides the best experience, but requires purchase of the VR equipment and a highend PC or gaming console to go with it. That puts it out of the reach of the average user. I personally believe Mobile VR will be the leader in the near future”.³⁰ In this category we have covered VR companies primarily creating products for Sports, while there is a much larger set of technology companies in the VR industry as a whole.



KNOW YOURSELF



In this step, we'll help you get to know yourself. We'll also help you understand what technological entrepreneurship terms mean.

Knowing yourself is very important to what you will do in the future. You're probably in your 20s. With the development of health technologies, the average human life span is extending. So, a long business and working life is waiting for you. Who can work so long for a job that doesn't suit their personality characteristics or isn't passionate?

It is as important for an entrepreneur to know himself as well as to be familiar with terms related to this field. Let's start with terms first. Then let's take a look at some tools that will help you get to know yourself.

There is a very important difference in point of view between those who produce something new and those who do not. The common feature of innovative people who produce something new is that they define some problem and try to solve them. In the Olympic sport, Teakwondo, the referees made some mistakes in the scoring system. Athletes and coaches were very complaining. The results of the match could change due to such referee mistakes. One of the innovations in the 2012 London Olympic Games, the sensor-based stockings and wearable equipment were used to score points by means of sensors, which prevented referees from making wrong decisions. Developers of this innovation identified a problem and produced solutions using sensor technology used in other sectors.





Developing a successful innovative product or service is not about your level of education or what you have done so far. It's about the way you determine the problem and which methods you use to solve it.

Apple's founder Steve Jobs says "Because the people who are crazy enough to think they can change the world, are the ones who do."

Do you want to change somethings?

Do you want to offer a solution to a problem or a needy person?

If yes, let's start with our first tool to help you become a SportsTech entrepreneur. Below is a survey to measure your interest in innovation. When you finish the survey, collect your points and read the comments about the result. We will help you with some tools towards transforming you into a good sports entrepreneur focused on technology. Remember, we focus on sports technology in particular. Here is survey link:

<https://collsi.typeform.com/to/WfaZBz>

Your Score	Evaluation/Comment
46-65	Entrepreneurial spirit and innovative thinking is one of your strengths. Do not suppress these aspects. Find ways to share your innovative ideas with friends, colleagues and schoolmates. Encourage your friends to enter creative environments and reward your team for creativity. And please remember that there is always a way to go creativity. So, find new vehicles and fire creativity like never before.



26-45	Your innovative thinking is under development. You've had some success so far. Now you have to warm your body to run a marathon. Feel free to share your ideas in the field of sports. Exchange and share ideas and problems with people. Go to related areas to understand the problems. Watch a match in a stadium for example. Observe the experience of the fans, try to understand their needs. You can then work with other people on these problems in an innovative and creative way.
13-25	You're not sure about your creative thinking skills. Either you've not been provided with environments where you can unleash your potential, or you've been convinced you're not innovative. Even if you are not working on the problem, you should look for opportunities to develop yourself in order to become an entrepreneur. If you try on a problem and you improve yourself on the methods - which this Guide will help you - you will find that you have the potential to be an innovator. As Thomas Edison said, "Genius is 1% inspiration and 99% perspiration".

If you have completed the survey and read the comments, we can continue. Regardless of the results, the main thing you need to decide is whether you want to change things. If you've decided to change things, we can move on to our next tool. In this step, you will test your knowledge of entrepreneurship and innovation. This knowledge is not a must to changing something. However, familiarity with and use of technological entrepreneurship terms can affect the innovation of the products you will develop in the future. Don't worry if you don't know anything about entrepreneurship and innovation before, this guide will help you.

Firstly, let's start with: What is innovation? Innovation seems to be mostly inaccessible and unattainable. However, innovation is a much more feasible solution than the invention. The invention consists of prototyping the inventor's solution. Common definitions of innovation; It focuses on the application of technical, economic, organizational and social innovations to solve problems. Innovation is a product, service and business model based on customer problems and needs and focusing on solving them as best.

So when does innovation occur in sports? Like other organizations, sports organizations have focused on management approaches in recent years, in which traditional management approach cannot provide solutions and provide the knowledge produced in a fast and different way. Organizations in the field of sports, one of the important sectors of Europe, have started to devote some of their budgets to innovation in order to increase their profits. The innovation centers established by Barcelona FC and Arsenal football clubs are examples. However, the resources



allocated for sport innovation include not only for profit but also support for national and European policies such as health, education and employment.



Before we talk about the kinds of innovation that will inspire us, let's talk about the concept of 'Reverse Innovation.. This term, put forward by Professor Vijay Govindarajan, describes how developing countries will reveal the innovations that most developed countries will use. We advise you to read his book.

Another type of innovation that we can take inspiration from is “adaptive innovation”. Professor Odet Shankar, who introduced this term, describes it as follows: "To use the technology or idea already in one sector or used in another sector". An example of this is the adaptation of the boards used for surfing and the emergence of snowboarding.



There are two types of innovation for institutions: close and open. Close innovation is the innovation that appeals to the market in which the company operates. In open innovation, ideas can come from inside or outside the company, and the resulting product can be used in the market in which the company operates or in another market.

In-house entrepreneurship is the skill to create new initiatives that change according to company vision and innovation status by using company resources. This skill is fed by closed innovation and then by open innovation, which enables the company to develop survival skills.



Now take a look at our second survey.

Our second survey will measure your current sports innovation and entrepreneurship knowledge. However, the information you get from this guide, the methods you will try and the tools you will use will turn you into a more successful entrepreneur. This survey will give you detailed information about who you are and how you approach issues. You can reach the survey following link:

<https://collsi.typeform.com/to/r35Bus>

Before moving on to the final task of this step, we would like to talk about a free personality test assessment called "16 Personalities". A great survey that will describe you in detail about who you are and how you approach issues. You can reach this survey from the link below. You can fill out the survey in your native language from the language option. Please give sincere and honest answers to the questions and it will affect your getting the right results. After completing it and reading comments about personality characteristics, you can proceed to the next step of the Guide.

<https://www.16personalities.com/free-personality-test>



DEFINE PROBLEM/NEEDS



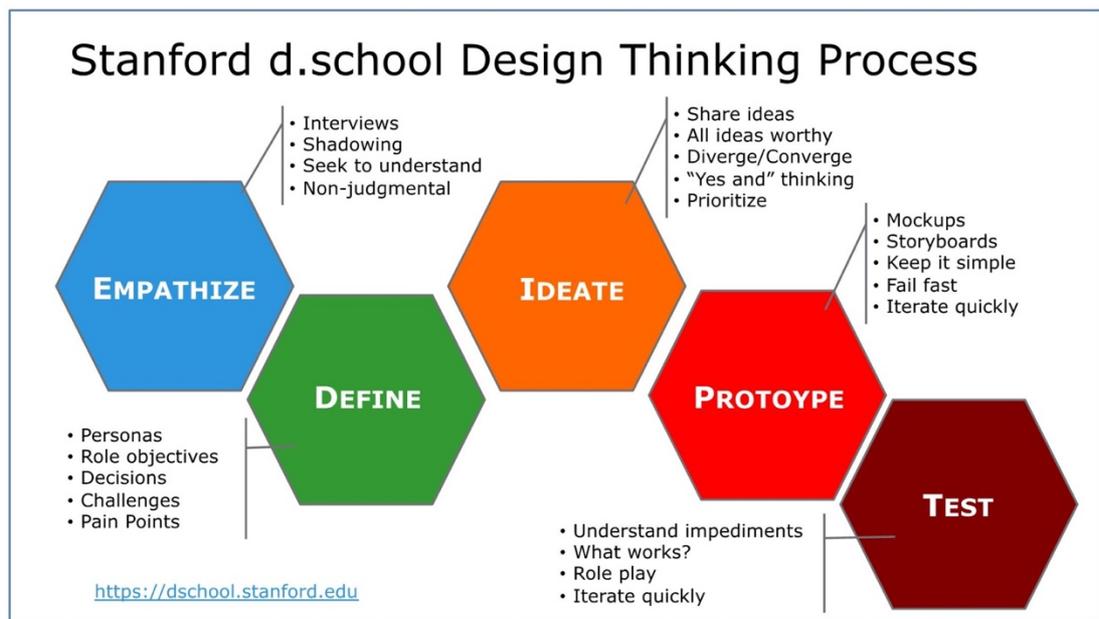
In this part we will give you a short summary of the tasks that will guide you to become a SportsTech entrepreneur. The methods to be used in this guide:

- Design Thinking
- The Lean Startup
- Customer Validation

You can find more information about institutions, resources and who is finding these methods in the further reading parts. If you want to get lowdown about these resources you have to close to books and resources.

Which will we use from the first methods of the design thinking is starting with empathy and mention about again focusing to problem. But it is really important to understand potential customers problems, empathize with them and put oneself in someone`s place.





One of the common mistakes of entrepreneurs' idea "I encounter this problem and so does everyone". Certainly, everybody can have the same problems with you.

However, it is not possible to indeterminate with your thoughts how they had these problems or causes. In order to understand the problems on which the idea is based, we need to meet with potential customers about details of the negotiations will be clarify in other tasks.

Second step of the design thinking is the defining step. We live in a problem-oriented experience we have gained as a result of the findings and observations customers is to make a significant. We use tools, we obtain dividing the output section, which will help you focus on the problems or needs.

First two steps can be combined with a lot of methods. Customer support or Mom Test could be best examples. Later we will work through these issues.

In the third step we are now at the stage of finding ideas. Generally, it is often thinking that the idea comes to a persona mind without doing anything but idea is a gift of the brain to you.

When you are use your brain in a different way and improving with information the more output it provides to you. Continuous If you stay in same experiences and information's so your brain will give you answer in this limit. Feed your brain is the best thing to do before finding the idea. How will we do? We will see it step by step in the next.

After you select the tool you can use your mind is below MVP test step. We can say that minimum viable product mean is valid product. Minimum viable product is not prototype. Since prototype is can spend more money and time.



We should act while spending minimum time and money for our customers with a product or service to reflect our final version. And this trial should be a one-time process that will give us the right solution by trying many times.

All this time period by using many tools and methods will perform the steps that I have mentioned. And rather than a one-time trial, this trial should be a process that will give us the right solution by trying many times. What we mention about steps we will realize methods and tools in all this time. For example, business model: customer experience map, selection and finding ideas and validation methods.

Now continuing steps to focus on the problems. Everybody is thinking good project starting with ideas. Of course, we should have an idea to make analyse on the potential customers. However, the starting point should be a problem on the way to the idea. “Fall in love with problem not idea” short to say it but create to source of the works of our works.

Before the finding this idea, we have to be exposed personally and talked who had this problem. It is giving to chance understand your idea is really helping to solution or solving your customer problems. When you remove the life of the customer's product or service if the customer is unhappy and quality of life falls, you did a great product. For this to happen, you need to find an essential solution to a truly great pain of the customer.

For this reason, you should first find out which life you want to find the most solution by thinking about your life and then the results of the first steps in this guide and your experiences. So, you will work with passionately and ambitiously on this issue. This issue will be related about your ideas but firstly we have to be sure about problems.

Currently you have some ideas or do not have. But important thing is you have to decide which problem or needs you will solve. Later will change customer verifications-finable and make it better solutions. Now which you have in your mind and want to solve problems use to below the tools.

Later go out, visit different places, make experiences and see which you do not have problems in your mind. In this way you improve yourself about problems and needs. When you do after what I said we can resumption.

Go out and see. Now take inspiration about European union issues. European commission organize EU sport forms ever year. Here is discussing about sports and Europe's issues.





The knowledge of the matter, in terms of feeding in the brain would be a step far from over. But if you get any idea tabulating that below.

Now use the link below to browse the topics, policies and reports discussed at the European Sport Forum. Do not forget if you find any solution about from these problems it should be almost millions of dollars. This issue changing ever year.

https://ec.europa.eu/sport/forum_en

As you can see on the agenda of the Sports Forum in 2018, many issues are addressed, from healthcare to digital technologies in sports, from player transfers to the development of cities through sports.

Without all this experience till today what you see on the street or determine about to blast away and creating solution is yours. When you sure about starting problem, you can write to below chart and finish this step. We recommend that do not write one problem. Because in the following steps, we will choose one of them based on the problems you have entered.



Definition of Problem

No.	Problems
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Again, we are together. You focused on the list of problems. It is time to select. As we mentioned before, the problem is the most important starting point on the way to our idea.

But which problem should be focus? It is critical decision. It makes sense to give a plus point to the problem you will be passionate about when making your decision. Because you're going to have fun at the same time solving the problem. This is what every person wants to have fun while working will lead us to the so-called phenomenon. Put it in a place where you can see all the problems you entered in the previous step. First, we ask you to read these problems and think about them briefly.

Excellent! Now time to select problems. Using the tool below, we would like you to sort the problems on the axes of impact and probability of being. For example, you need to address a problem and consider it as a possibility first.

The probability of being on the table increases as it goes up, which means that it is seen more frequently than others. Then you have to evaluate the effect of increasing to the right.

So how big the impact it will have when it happens, increases from left to right. In the light of all this information, problems and needs that come to the upper-right corner fall into the category of what we call high-risk.



If it matches your passion, you definitely need to focus on this area. But middle-risk groups also have big risks that we want you to focus on.

Now you have to place the problems or needs you entered one step ago on the axis of probability and impact, and select three of them before moving on to the customer interviews step and move on to the next stage.

Risk Impact / Probability Chart

	Risk Impact			
	Moderate Risk	High Risk	High Risk	
	Low Risk	Moderate Risk	High Risk	
Probability of Occurrence	Low Risk	Low Risk	Moderate Risk	Probability of Occurrence
	Risk Impact			



Once you have completed the first three problem selections, you can move on to the next stage. Before all other stages you know oneself.

Measured your innovation skill and we pass over from all methods. And you focused on the method, one of the most important drivers of the idea. When I was observing the problem, I specifically asked you to take note of who was experiencing this problem. Here, the notes we receive there will be further elaborated to help our potential customer base. But first, let's take the term persona we talk about constantly. What is this persona?

Persona is an example of our target audience. The more details we can describe this target audience, the easier we will find people, and the more we make a point shot while understanding their problems.

The persona we have identified at this time may change after conducting customer interviews, and there is no problem with that. Already the persona work helps us to understand whether your customer is right or not, but also insights about them and their behaviour.

Should we have just one persona? No. We can have more than one. What we handle on problem can be more than one. For example, AirBNB. We need to understand the needs of homeowners, find solutions to the problems they will face, and consider the final customer to use the AirBNB service.

Otherwise one part can be half. The growth rate is slower than the actual speed and you cannot get none. Therefore, you should think thoroughly about your staff and create solutions by listening to everyone's needs and problems.

We use the staff as a team to remember who will develop products for the duration of the project. We also use our focus to avoid losing our focus while developing our idea and to change the process in the light of problems and needs from the customer.

But the customer does not give us ideas. The customer tells us the problem and need. We find solutions to it. Here, going to the right person and gathering insight from them is a very important element.

This error is also experienced when entrepreneurs express their ideas to others. We often tell ideas to people who are not interested, and we give up when we get bad comments. However, the idea of the right target audience is also critical in the verification phase.

Think of it as a practice for professional female athletes to improve their performance, and you're telling this to a group of men who have never been active in their lives before. Most likely, no one will be interested, and they will think that the idea is very bad.

The first step in filling the personnel is the demographic information of our target audience. Now we want you to fill out the first part of the staff. What do you think this person should be called? So, you have to choose a man or a woman. If the



product you are going to do is not special for women or men, of course we will have interviews with both groups in customer interviews.

How old is my target audience? People often have difficulty in determining age. Customer interviews are not necessarily these ages, but we will look for close ages. Therefore, it is very important to determine an age range that represents the group you will target.

Often, we think of the age range so wide that it is almost impossible to find two people with the same behaviour. For example, you said you were between 20-60 years old. But the behaviour of a 20-year-old and a 60-year-old cannot be the same. Think about smartphone usage. Or how different your expectations might be when doing sports. The needs and problems of these two ages are completely different. Therefore, the solutions we will produce for them must be different from each other.

We would like you to show the personas income here as a monthly earning. Income is the same age as an input that tells us too much. Behaviours and fancies can also be very different from each other according to income. For this reason, you have to consider the income part very well.

Marital status is a criterion that can differentiate purchasing behaviours like other criteria. For example, a married person and a person who has not yet married will have different perspectives for the future. Whether a married person has a child can also make him or her think differently in terms of expectations, concerns and dreams for the future.

What he/she does also provide subjective information about what you have done in the past. We should specify the place where he/she lives as a country and a province. Because when we say England, it is a city where different audiences live together. But when you say England-Oxford or Norway-Oslo a person comes to mind. Now, we would like you to fill in the demography section in the following tool.

After demographic information, we came to what our target audience said. In this section we write the words that come out of the mouth of our potential customer. In other words, the words that contain daily behaviours or thoughts about the problem. For example, "I want to play sports but I don't have time" "I didn't hit the ball in that position, but the referee gave me a penalty because he couldn't see it." "I love watching the game in the stadium, but waiting for me in a queue to buy food is tiring." You have to write the customers' words in this area.

In the history section, we enter information about the history of our persona. Where he/she was born, grown, where studied. For example "In high school, he played for the school's basketball team and, after graduation, started working in the tourism industry".

In this information, we help the persona to think about the issues and issues that may be important for him/her. You need to fill in the past for your own persona.



Here we will include our personas future dreams and what they want to achieve. In the part they want to achieve in life. This area will be an area to feed in terms of the product or service we will produce. Because what they want to achieve in the future can be part of our solution. Therefore, it enables us to progress in becoming an indispensable product for the customer. For example, here we want to lose weight, want to buy a new bike, want to spend time for himself, want to do sports like the wishes and dreams of the future will write. Now you have to fill out the following part for your own person.

We crossed the part of dreams, and now it's the truth. Persona which realities live. What they do daily. What do they do every day, every month and every year about the problem in your mind? For example; Every day he gets up at 6pm and goes to work by bike. For example, she gets up every morning, runs 5 km, takes a shower and then goes to school by train. He gets up every morning and has a good breakfast and goes to work with his own car.... Not one, but we can write a few routines in this area. Now take a break and fill in the appropriate field below.

Customer problems. In this area, we are writing the problems experienced by the customer. We can write here the difficulties he experienced in his daily life, past years or the problem we have in mind. As we said before, we will correct this area after detailed customer interviews. This area is an important area and we will observe these problems in the process of finding ideas and we will think about how to solve them.

Now we can spend the following problems. Please note that this is not an area where we ask the customer for ideas. We are writing solutions to the problems of potential customers in this field.

The size of the market refers to the size of the target population in the targeted country.

We came to the last step of our persona card. In this area, a title is emerging about the technological developments of the developed goods. That's digital behaviour. In other words, the digital habits of the personas that we target in this field should be handled from all sides, from the phone, computer or applications used. Thus, even if the product we will develop is not digital, we will find inspiration points. After completing this step for the persona in his/her name, if there is no question mark in mind, we can continue with the next step by clicking on the complete step button. We will also look for answers to questions about how to talk to the customer and how to ask questions.



Persona

Information	
Name	
Surname	
Age	
Marital status	
Number of Children	
Expertise/Professionals	
Monthly income	
Place of Work / Residence	
Quotations	
History	
Dreams	
Realities	
Problems	
Customer Solutions	
Market Size	
Digital Trend	



ASK TO CUSTOMER



Now that you've completed the first three steps, we can start our fourth step. So, part of the customer interviews. Many entrepreneurs feel a little uncomfortable at this stage. Because it is not an easy task to have an in-depth interview with someone you have never met before. You're right. However, the moment you break this shyness, customer interviews will be very entertaining and will be very instructive in the venture we will uncover.

This step is a step we will start after customer observations, understanding the problem and prioritizing it. We ask you to decrease the three problems you chose from the problems you wrote before to one. This step is critical because after we make this choice, we will build all the steps involved this to solve the problem. You have to make sure that your choice is a good problem with a market potential and you want to solve it personally. You can see the problems you have selected in the tool you have filled in before. Choose one and move on to other levels.

Yes, we have now identified our problem. But it doesn't have to be related to just one idea. Don't let this scare you. As we said at the beginning, we will fall in love with the problem. But we still don't know what the solution is. Customer tests will tell this us. So please don't feel like you're focused on a restricted area. Based on a problem, we can create very different solutions.

If we agree, we can now continue with empathy, the first step in design thinking. Empathy is briefly to see through the eyes of others. It can happen in-depth by replacing the potential customer and thinking or experiencing it as him or her. What methods can we use to empathize? Now let's go over them.



We can do it by researching, experiencing and asking. It is very important to record, take notes and take photos during all the steps. Now, let's start with the research which is the first stage of empathy.

Doing research will feed you before the customer interviews and will allow you to easily get ahead of the potential customer as a knowledgeable entrepreneur candidate. What we mean by this research is desk research. Researching by using search engines will provide you a preliminary information about the customer. For example, forums that the person you are targeting may be a good source of information. Entrepreneurs who have previously solved the problem you will focus on can guide you. Knowing how they approach the problem and how they solve it also helps you not to be in a difficult situation in customer interviews. If you don't know your competitors in the market, customers can put you in a difficult position. For this reason, it is very useful to prepare before the interviews for a better understanding of the total market of your problem, other companies that solve the problem and the people who have experienced the problem.

We discussed the findings of the desk research. Now we can go to the second step, to get inspired by experiencing step. Trying a problem first hand allows you to empathize with the potential customer's experience feeling incredibly unbelievable. Think like that; You want to develop a product for visually impaired athletes to have a better training experience. But you're trying to find a solution to this by sitting at a desk and wondering what to do. There is no such thing as impossible, but this is a very difficult way you are trying to do. If you want to create a solution, you must experience the are visually impaired, you can put a tape on your eyes and start a real bond with your potential customer, starting from the moment you wake up, to the moment of training and after and to the moment you sleep. These are just only examples. All these experiences will feed your brain differently after desk research. Ideas can come to mind at this stage. Write again the ideas we used in the previous section.

We came to our third method of empathy. We can describe it as trying to get ideas and understand by observing, but by observing from far, the ones who had lived the experience. Let's start with an example. One person going to buy ice cream with his/her car. However, when the car is running when (s)he gets plain ice cream, the car doesn't work when (s)he gets fruit ice cream. He can't make sense of that. And every time, his/her car runs or doesn't work the same way. This problem seems to be very meaningless and unreasonable, but when we go out of the problem and try to understand the situation by observing, we see this: There's a relationship between a person's choice of ice cream and whether his car works. However, this does not mean that the car does not like fruit ice cream.

When we observe, we realize that the problem arises in a time-dependent manner. So when the person buys plain ice cream, (s)he returns to his car in a shorter time and the car works, but when (s)he takes the ice cream, the car cools and does not work because the preparation process is longer. Observation from outside allows us to see and make



sense of these differences. Now, using the observation-recording tool below, we would like you to observe the problem you are focusing on and enter the outputs you have obtained.

And finally we came to face-to-face customer interviews. Perhaps the problem is the most vital point of verification. Because it's your first face-to-face meeting with your potential client. As we said at the beginning, it is normal for you to feel a little hesitant in your first meeting. Because in our daily life, we do not tend to leave the comfort area. This experience is an important step you need to get out of the comfort area and come through. Before the customer interviews, the preparation is very important, the first three empathy steps, let's remember, we said desktop research, experiencing and observing. And as a result, you got a lot of information. Now, we will meet with the person face to face to see if the problem in your mind whether is also in the customer you are targeting. There's another tool you need to fill before you go out. Preparation before customer interview. You need to think about these fields well and fill them out before you leave. Now let's go over them one by one. Please do not forget to fill the relevant space of the following tool after each box description.

Let's start with the first field, the interview team. You need to be at least two people in face-to-face meetings. Because one person should take notes while the other one is doing the interview. Otherwise, important insights can escape. Before the interview it should be determined who should do what. We suggest you be the interviewer.

The other title is; how many calls will be made? We suggest you have at least thirty calls. You will only receive enough feedback when you reach this number. In the next step, we will make the feedback meaningful by grouping them. Your talks should take at least 20 minutes so we can gather insights.

Where are you going to do the interviews? You need to write a few places here. But don't forget! You need to write down where you'll find the persons you're targeting. For example, if you are going to have a meeting with a university student, it may make sense to choose the university campus. What about your main topic for the interview? You should write a nice description of the problem you've chosen here so that you don't lose focus during the interview. What topics will you discuss in our last field? So what are the questions you want to take answers? You should start and customize the questions as wide as possible. And remember, most of your questions need to be open-ended. More than 10 percent should not be a close-ended question.

Let's make an example. Let's say that the question we ask “are you using a smart watch?”. What kind of question do you think it is? It's definitely close-ended and the answer won't take us anywhere. Instead, when we ask “if you could tell me about your technological devices usage in a day”, we have access to a lot of information and insights, not only from smart watches but from which devices and how often they use. Here you have to prepare at least seven such questions before you start the interview. After preparing, it is time to record customer-based notes. If you wish, take notes on paper during the interview and then transfer them to the following tools we have



prepared for you. If you want use these tools directly. But remember, you need to record each customer interviews. Last few advices before going out to customer interviews. Make sure you smile. Smiling makes the other party more open. If the person you are interviewing gives closed answers even though you ask open-ended questions, you can give examples from yourself and make the person more open. As you give information, the other person will also tend to give information. Despite all your efforts, if you can't open the person you're interviewing and get answers to your questions, don't be upset. You'll have better conversations.

The last thing we want to warn you is that you certainly do not have this interview with people you know. Because the people you know, that is, your family, your friends, or your close circle, will be more prejudiced because they know you and will not guide you correctly. For example, parents may give very positive feedback to their children although they do not deserve. Because they really love you. Another example, because your friends know you, they can feed you differently according to your potential customer. Therefore, make sure that you do customer interviews with people you don't know.

Remember, you will keep a separate record for each customer.

How to fill in the customer interview record form?

In our first field we will write the “demographic characteristics” of the interviewee. We will enter information such as age, education, income level in the field of customer demographic characteristics. However, it may seem antipathetic to ask these questions directly in customer interviews. So my suggestion is to reach this information somehow in the customer interview section and include it in the notes.

“What the customer thinks” is our second area. We also want you to write your thoughts and opinions about the problem you are asking to the customer you are interviewing in this field while refining the notes you have received during the interview.

We're now in the third area. “What does the customer feel?” In this area, you need to write down what the customer feels when you are talking about the problem you are targeting. The customer will already be telling you that conversationally.

“What the customer says” is another area to be filled. We write the words that come out of the customer's mouth in this field. We filled in a similar field when creating our persona card. Only then did we not meet with the customer. Now we can add the key words that come out of the customer's mouth and related to the problem directly here.

In the field of “what the customer is doing”, we enter information about what the customer does in his/her daily life or related to the problem. Daily or routine activities can also provide us with good information in the following steps.

Now another important area; “what are customer’s problems?”. In this area, we enter into the problems that the customer experiences one to one. It will be a very useful



area for us in finding new ideas phase. If the customers we interviewed are focusing on a specific topic, we will focus on the solution points of the product we will develop right here.

Solutions developed by customer

This area covers, as in the same persona the solutions developed by the customer in terms of their own problems. We don't want to be misunderstood in this area. We do not expect a final solution from the customer. We expect to see if (s)he has developed a solution of its own.

“What the customer is putting up with to solve the problem” is our last field. This is the area where we will write about what the customer is putting up with while solving the problem. So like (s)he pays more money, the process takes longer, or need to deprive oneself.

All these steps we mentioned at the beginning you need to enter all the notes you took during the customer interviews to customer registration form. Good luck with that. We wish you great conversations. In the next stage, we will talk about how to make these interviews meaningful.

Customer interviews are tiring, but it is also an instructive step. We hope your interviews were fruitful. Because at this stage, we will move on to the stage meaning of the notes you gathered in the interviews.

In the previous stages, you have entered the customer's problems and solutions developed by the customer. At this stage, the customer interviews will be made sense of. Now let's start filling our new tool step by step.

The first field we will fill is the problem and needs area. So you should write down the problems, their experiences and needs they conveyed to you during the interviews. As I said, we should enter in this field not only problems but also needs. Because both will feed our brains for the idea we will create. They're going to help us feed the brain and produce solutions.

Now you need to write the problems and needs into our tool by feeding from the information you entered during customer interviews. After entering, we will continue to the next stage.

Our second field “what was the most impressive, memorable, compelling moment, story or sharing?”. Again, you need to write this field in line with the information you get from your interviews with your customers. What had happened memorable, impressive that they shared with you? This information will feed us in terms of different users and ideas.

For example, if you are discussing people's experience of following the results of sports events and that the target customer says that (s)he has never seen a sporting event in the stadium before, even though the target customer follows of the results of the sports events every day, it might be a different experience for us. Because the need



to follow sporting events may lead you to a solution you don't have in mind. Based on the information you get from all customer interviews, you have to enter memorable, impressive or compelling moments here.

Our third field is where we will write the favorite things of the target customer you are interviewing. What are the customer's favorite things? Throughout the talks, what is the customer share with you what they liked? What did like to do? Again, all this information is important for us. If we can combine the problems and the things that (s)he likes in the process of finding ideas, we may have a chance to create a solution that the customer cannot give up.

The final field of this stage is “how the customer solves their problems?”. I don't want you to misunderstand this field. Because we don't expect the customer to create a final solution to the problem we focus on, you know. What we are trying to understand is whether the customer has found a simple solution in the short term or in his/her own to the problem. If the customer can solve the problem we focus on in a very simple and inexpensive way, our chances of entering there may be reduced. In this case, the solutions created by the customer will guide us.

For example, you're working on the idea that people dealing with extreme sports can rent expensive sports equipment, which is pending in a fair way, to people who are interested in these sports but have no money to buy. If your target audience doesn't already have this equipment, but have the income level to buy it, it means you've identified the persona wrong. If (s)he cannot buy these expensive sports equipment but borrows it from an acquaintance, the persona is right, but it still holds a barrier for us. Because (s)he can use it for free. Maybe the solution here may be an online platform where people who don't know each other can make this rental safely and guaranteed.

After completing all entries, our next step will be to find our ideas. So far we have fed our brains, tried to find problems, we tried to make sure our persona. It's time to find ideas!



Preparation Before Customer Interview

Team for Interview	
How many interviews will be conducted?	
Where are you going to do the interviews?	
What will be the main interview topic?	
What Sub-Topic Will You Speak?	



Experience Outputs
(Max 5 Records)

Observation Record
(Max 5 Records)

Customer Interview
Record
(Max 40 Records)



Customer Problems and Solutions

Problem	Solution



Problems and Needs (Max. 5)	
What was the most Impressive / persistent / compelling Moment? (Max. 5)	
What were the Customer's Favorite? (Max. 5)	
How does the customer solve the problem? (Max. 5)	



GENERATE IDEAS



Hello, we're in step five.

In this step, we will try to find answers to two questions from young people who want to start an enterprise. What were these questions? Let's start by talking through these.

First Question: No idea what will I do?

Many people who have stepped into entrepreneurship say they have no idea and are unhappy about that. In fact, finding an idea is a job that everyone can do, independent from a person, institution or school. As we have emphasised from time to time in our previous steps, what is important is how we feed our brains. If we feed with different experiences and knowledge, our brain will help us to produce new ideas even if we do not want to.

The second most common question is; I have an idea, but what do I do now?

In the following steps, we will experience how we transform an idea into a model of change by the methods we will transfer you. Here, we will use the continuation of design thinking methods that we used in the first steps, lean startup and customer validation methods.

Now, let's get back to our idea-finding task. First of all, we have a rule, and we hope you can make it permanent in your future life. Our rule is first not to say “no” to the ideas that come to your mind, then not to say “no” to the ideas of the people around you. Because new ideas are first destroyed in our minds. We often think the idea is ridiculous and kill it in our minds. But even Einstein has something to say about it. He says; If an idea doesn't sound a bit ridiculous when you first hear it, that idea isn't good.



So the idea must be a bit absurd, a bit unexpected and different. Otherwise, the idea that makes sense to you and does not surprise you may be missing in creating value. That's why we say yes to the ideas that come to mind. We are as constructive as possible.

Our friends' ideas are the same. You can give feedback with sentence structures such as “Yes, if you add this, you can create a value like this”. So you would support the idea to develop not to die. Often ideas are killed because they are told to the wrong people, and they are thought to be meaningless. Imagine the idea of making an application about physical activity and exercises that pregnant women can do week by week. You came to this idea from the problems you experienced and observed. If you go and tell this idea to single men mostly they will think your idea is ridiculous. But if you do this with women who have had or are thinking about being pregnant, you will get much more logical and constructive feedback. We will discuss this again during the customer verification stages.

The world, technologies, customer trends and expectations are changing rapidly. New products and services are constantly emerging. For example, 10-15 years ago, devices like touch screen phones did not exist in our lives. Think about what devices we use in our daily lives will be like 15 years from now. How phone, computer, watch, sneaker or bag will look like? Here we want you to come up with one of these sports products or services of the future. In fact, the main objective of the SPINENT project is based on this. We aim to show that everyone can be a successful entrepreneur and can easily make the process of searching for solutions to customer needs and problems in sports field by using the right methods.

Let's go back to the process of finding ideas. Another obstacle to finding ideas is our fears. Fear of being unsuccessful and therefore the judging we are going to experience are usually fears that prevent us from trying something new. We have an idea. So when we are looking for an answer to the question of what to do now, we will talk about methods to overcome these fears. Briefly, the business models we have created based on customer needs and problems will be more likely to be successful. Unfortunately, we do not take the first step to realize our idea because of these fears. We call it the fear of starting. The fear of starting triggers another fear; uncertainty. Think about; you have an idea, you want to do it, but you don't start because of thinking you'll be judged. And that puts you in an uncertain situation. You keep working for the job you're not happy about and you're shifting all the differences you want to bring into your life. But now you're here and by defeating these fears, we'll help you become an entrepreneur step by step.

As we mentioned before, we need to feed our brains before we start working on ideas. The more information and experience we feed our brain, the more different our brain responds to. For example, reading customer trends, technology trends, field reports will feed your brain from different points and help to find an idea. We have already done a lot of work in the previous steps on observing the problems and needs you see



around you. Therefore, problems and needs are inputs that feed our brains. In addition, our experiences, different people we talk to and even different countries and places we see are also important activities to feed our brains.

So, how should we think while doing the idea work?

For example, it may be a good way to combine good ideas and find solutions to a previously unsolved problem. Ideas are everywhere. It's valuable when you combine them and find the best solution.

Another way of thinking is to imagine the resources more than exist. This method enables us to find future projects early. For example, think: what would happen if we had 1 quadrillion megabit internet speed right now. For example; when Youtube first came out, it hadn't gained enough growth. Because the slow internet speed did not allow a video to be watched from the internet. However, with the ADSL speed, the growth of Youtube has increased very rapidly. And then it was bought by Google for \$ 1.6 billion.

Another way of thinking is to tell and share what we talk about a lot. Sometimes people worry “if my idea is stolen” when they hear this method. Of course, no one can guarantee that your idea is not stolen. However, we think this chance is quite low. Think like this; Because a company or a person hears only one idea from you, it decides to quit its business and focus on your idea. It's really unlikely that this will happen. No way? Sure it could. But we think that is very unlikely to happen.

Doing something you never did actually feeds your brain the same way. A road you never entered, a person you never talked to, or a neighborhood, city or country you never went to. All this will feed you in different ways and change the way you think.

Finally, returning to childhood and getting rid of prejudices is perhaps one of the most important methods. We wish we could do that in a second and experience every thing we had like children as if it were the first time, and we would gain learning. Even if we do not do this immediately, it will be very useful to be aware of our prejudices.

Now let's take a look at the consumer trends in the world and the related innovation examples. We ask you to think about the problem you are focusing on when we tell you the trend and examples and look for an answer to the question of how to create a solution to your problem using a similar method. So by getting inspired, you can develop new solutions to your own problem. This method is perhaps one of the most effective ways of finding ideas that our brain can easily do. As mentioned before, feeding your brain is the first priority here. However, the more different things you feed, the more results, solutions or business models your brain will produce. So please don't stick to the trends and examples we've described here. You can diversify your feeding by reading inspiring magazines, books, listening to the speeches of people who inspire you, such as TED talks, or by experiencing different situations as we have mentioned before.



Now let's start with the consumer trend. So consumers who tend to buy before emerging the product. What exactly does that mean? Especially crowdfunding organizations such as kickstarter and indiegogo play an important role in spreading this phenomenon. These organizations offer a platform that combines people who have a project or want to find investor to their project with those who value it. In other words, we support with funding individually a work we have seen on this platform or which has not yet been implemented. According to the amount of support you give in funded initiatives, they send you the product they will produce in the future. The worldwide version of this is made by Elon Musk and his team for the Tesla Model 3. One year before Tesla Model 3 was released, they announced they would build Model 3 and they gathered preliminary demands. Before the factory which will only produce batteries for this electricity vehicle is set up, they raised 300,000 pre-requisites, equivalent to an order of approximately \$11 billion. As we have already mentioned, consumers can now tend to pre-requisite or purchase a vehicle, watch or game that has not yet been released. Now we want you to try to find a solution to your own problem by using this trend. If you have an idea, you can enter your ideas in the tool below.



Another trend is completely being honest, in other words, it means that companies are completely open to their customers. We're talking about sharing the positive or negative sides of your work with your customer. Therefore, the trust and bond of the customer to your brand increases. For example; Don't you want to know what you eat in restaurants? You've opened a restaurant and we're sure many people will be happy if it includes information on where each food in the menu grows and how many calories or what allergens it contains.

Have you thought about the previous trend and found something? If you haven't found it, there's no need to demoralize. The ideas come suddenly into our minds.



Let's come to the other trend, shaped by the society. This trend has increased with today's technologies. This is because particularly the mobile phones or computers that we use feed the trend by continuously producing data. When we use this data for the benefit of society, we may have created an enterprise for this trend. For example; If you had a program that kept statistics of your shots in your basketball practice throughout the season and gave you an analysis at the end of the year, you can watch their progress and development. Can you use this trend to find a solution to your problem?

Let's continue with the Internet of Things. There are thoughts that in the future, almost every device around us will be connected to the Internet and the data created will hopefully be used for the benefit of the people. For example, we will focus on; it can be the internet of things that protect people's health. So we can say that devices connected to the internet used for people's health. For example; think of a bike that when it feels a sudden and serious impact force, it informs the family, the hospital and similar. Or imagine that during a competition, data about his health taken from the boxer's gear were simultaneously reported to his coach or doctor. Solutions like this are the version of the Internet of Things trend used for the benefit of the people. Can you solve your problem with such a product or service?



Another trend is the “global brain”. In other words, the endless accumulation of knowledge on the Internet. This information is called the global brain. So you don't have to think about how to solve the problem you're looking for. Today, you can do anything with the information you reach through the internet. Whether you want to learn to write in Japanese or the programming language. It's up to you to find out what to learn or how to find a solution from now on.

Our next trend after the global brain trend is the “instant skills”. It applies to situations where we don't already have it but acquire a new ability with a tool or service we use. For example, some initiatives teach people how to become a bodybuilding athlete. In



other words, some initiatives bring new capabilities to their customers. Think of your own knowledge, which ability you can give to your customer and how you can solve the problem.

Another trend is “accelerated queues”. Nowadays, we have to queue and wait almost every moment. Companies are also developing various solutions to keep their customers from this queue. For example, while watching a match in the stadium, you can see if there is a queue in the closest toilet to your seat through a mobile application. Or you can get the food order to your seat at the time you want, and you can avoid waiting. After all, how do you make the customer's life easier? By serving which tools, you'll make him/her do it in a shorter, easier or fun way. Think about it and don't forget to write it in the idea tool.

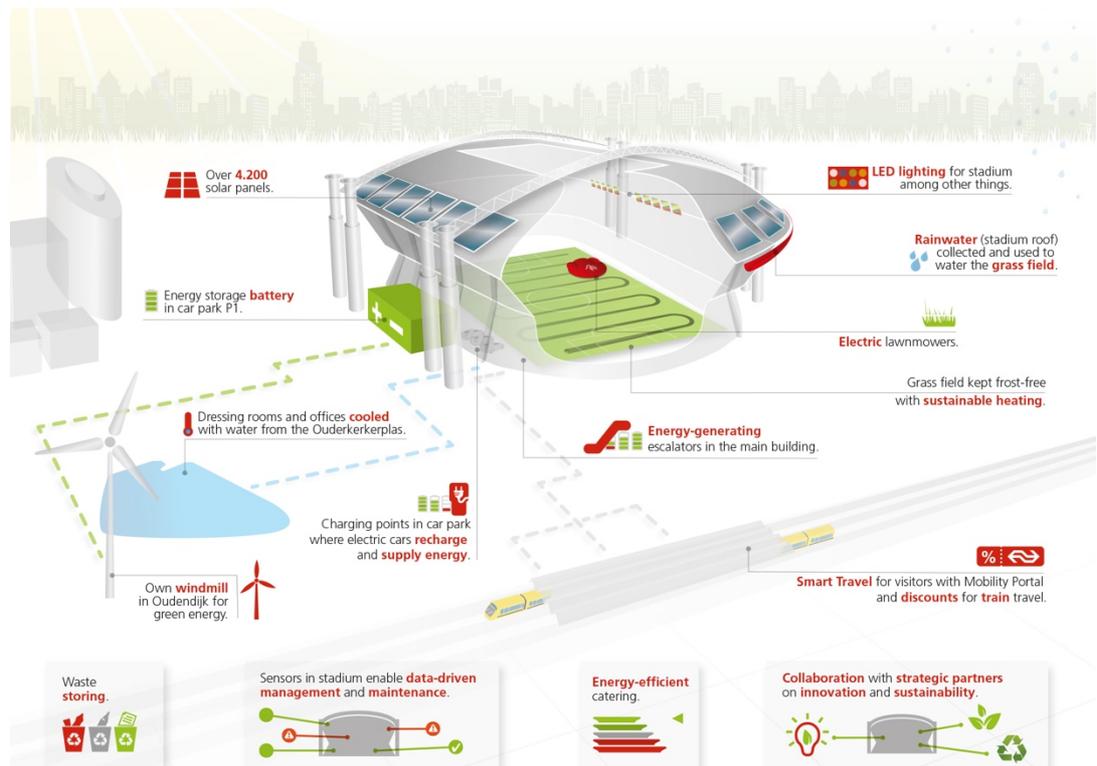
Another trend to support our idea is “charitable”. The ventures included in this trend help their customers so much and give them such an experience that they become indispensable for their customers. For example, CARVANA; an online solution for buying and selling used vehicles. The different thing is that you can have a second-hand car without talking to a real person. You can see 360-degree photos of the car you like on the website, check reports containing 1000 points, not 100, if there are scratches on the car, you can see them with the best size photos. Let's say you decided to buy it and bought it online. For delivery you have to go to a big machine and enter the code to get your vehicle delivered. If you don't like the vehicle, you can return it within a certain time. So how can you build an experience like this to solve your customers' problem?



We came to the trend of “good businesses”. This trend tells us that companies care about people, living things and the whole environment, shows that they are better. Sustainable stadiums such as Amsterdam ArenA which was built against climate change can be an example. In order to be a good business, you need to find out which



of your customers' problems you can find a solution and at the same time producing a benefit. Now it's time to think.



Our new trend is “make me feel special”. Customers now prefer brands that make them feel special and tend to buy. For this reason, many initiatives offer products that make customers feel privileged. For example, VidiSport. This initiative provides a digital platform that allows fans of sports organizations/events to add their own text, photos and videos to ready-made video templates and create customized videos. Thinking about the problem you are focusing on, if you created a solution that make your customer feel special, what would it be like? I want you to think now.



Customers are now very fond of companies that make their job easier and solve it digitally. “Serve the right information easily” is another trend. Imagine that the data obtained with the tools or applications we use are used to make our work easier. For example, smart nutrition tools, apps that help you achieve your goals such as MyFitnessPal. Let's think now. How can you solve the problem you focus on with similar approaches?



Now, we ask you to enter your ideas about all these trends into the field below, considering customer interviews and examples of problems and needs that you have experienced and observed before. If you wish, you can demonstrate these ideas with traditional or digital tools. In the next step, we will do how to choose one of these ideas step by step.

Selected Ideas

No.	Ideas
1	
2	
3	
4	
5	
6	
7	



8	
9	
10	

Before we continue we want to go over it briefly what we have talked about and achieved together until this step.

In the first step, we made an introduction to sports technology. We tried to help you understand the ecosystem and trends.

In the second step, you recognized yourself. You've gone through questionnaires where you'll learn your innovation interest and knowledge, or even personality score. Thus, when choosing the business you want to do in the future, we have showed you how to decide according to your personality and knowledge and interest.

In the third step, we focused on the problem. We emphasized that the beginning is not an idea, but a problem. We told about the need to fall in love with the problem before the idea. You entered the problems you were observing.

When we came to the fourth step, we learned about how to choose one of our problems. You've decreased the problems to one by programming them in terms of their impact and probability. It was time to elaborate whose problem to be solved. You created the Persona card. You created the persona card, a model of the people whom you're going to solve the problem. Again when we came to this step, it was time to confirm the problem you chose and the people who had this problem. We discussed how customer interviews should be conducted and what questions should be asked. You filled in the customer interview tool. The final step of this stage was to refine and make sense of your customer interviews. We tried to make the countless insights we gathered meaningful by entering them on a table.

The fifth step was the step of I have no idea how I could find. We've tried to help you create a solution to the problem you've chosen by inspiring you with examples of innovation. From now on it will pass with choosing and confirming the idea. Remember, we mentioned two questions before. I have no idea, how can I find? I have an idea, how can I turn it into a working business model?

In the next step, we will look for an answer to the question of how to create a business model. But first we have to select our ideas. When selecting ideas, we will use our previously filled tool. First of all, take the ideas that you have refined to a maximum of 10 in the previous stage. If some time has passed since the previous stage, it is worth remembering. After looking through your ideas, you can write your opinions in the tool below. But first, let's understand what logic we put in.



The vertical axis you see below means that as you go up, you are operating in a new market, that is, creating a new product, and going down, you are in an existing market, which means that you have found a product or service that was already there. So you're creating a market that doesn't exist before, in other words, developing a new product that doesn't exist? Thus, it allows you to evaluate your idea in originality and innovation.

The horizontal axis allows us to understand “are you creating a new customer?” or “are you addressing an existing customer mass?”. Think of it as you go towards the right of the horizontal axis, you are targetting the new customer, and the left to the old one, the existing customer. Before you start this work, we ask you to search the Web to find similar ideas. If you find similar ones, don’t demoralize. You can transform it into an idea that appeals to a new customer mass. But you need to search your ideas using one of the search engines. If you can not find anything fits, please don't give up now. We recommend that you spend time for this. Because similar products give us a lot of ideas. It also helps in improving the idea in our mind.

Innovation Axis and Idea Selection

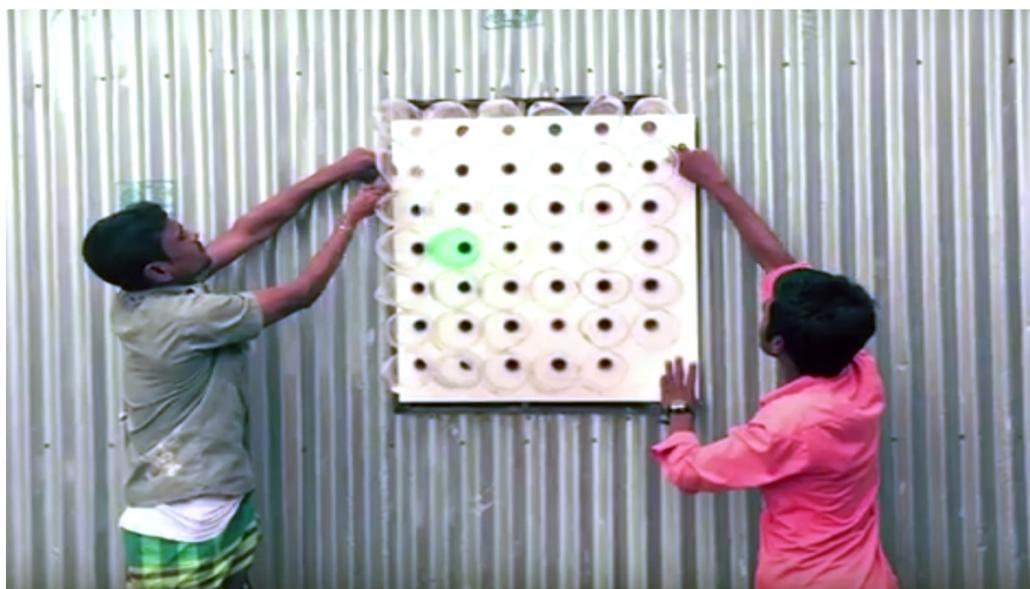
Current Customer	New Product		New Customer
	New Business, Development	Pioneer, Innovation	
	Improvement, Incremental Innovation	New Business, New Pioneer	
	Current Product		



The tool above has 4 areas where you can place your ideas. The field at the bottom left is the existing customer, the existing product. Ideas that fall within this field are generally existing ideas. You couldn't make a difference in terms of the market or the customer you targetted. In short, we can call this area improvement or incremental innovation. This area can be an effort to promote an existing product in the market. For example, changing the package size or usage of the product. I suggest you not to select the ideas that fall into this field. Because if there's no difference between you and your competitors, you're probably going to face a price competition. This will take you to a low profit margin. Thus, the work you will establish will have difficulty to sustain from the beginning.

Another areas, new product-existing customer area or new customer-existing product area. We can call products in this field as development. For example, if you have an idea in the new product-existing customer area, it means that you have solved the problems in a different way by giving a new product to people who already have this problem and solve it.

Another area we call also development is “new customer-existing product”. In this field, by using the existing product for a different purpose, we solve the problems or meet the needs of people who have not been focused before. For example; plastic bottles make our drinking water easier in our daily lives, while providing cooling in Bangladesh. 70% of Bangladesh's population lives in tiny huts made of tins. In the summer the temperature can reach 45 centigrade degrees. Therefore, it is quite difficult to live in huts without electrical installations. Eco-cooler is an air conditioner project that Bangladeshi does not need electricity, using plastic bottles and a panel. Based on the philosophy of air flow, it can reduce the temperature inside the hut to 5 degrees. Here's an example of solving a new customer's problem with an existing product.



We can relatively prefer the ideas that are in the two areas we have explained. However, if your idea is suitable for the field we will explain now, I suggest you choose one of these ideas.

Our last field is “new product, new customer”. We call this area groundbreaking innovation. In other words, a new product that we will target the people who have not previously solved the problem with the existing products. For example, Volvo developed a reflector spray that eliminates pedestrian and bicycle drivers' invisibility in the dark. They solve a new customer's problem with a completely new product.

We're now familiar with the tool you're going to use at this stage. Now it's your turn. We kindly ask you to write the ideas you selected in the previous step into this tool. We will then move on to other tasks of this stage.

Yes, if you put ideas on the axes, we can move on to the idea selection task. The ideas of right top, “new product-new customer”, which we mentioned above, may be risky, but will be the ventures that will create the greatest value when implemented. Ideas in this field have not been realized by anyone before. That means you have a unique idea. It also means that the customer's problem has not been solved before. If it overlaps with what you want to do, you should choose an idea from this area and proceed to the next stage. For example you didn't want to choose one from this area. Then you can choose one of the categories “new product, existing customer” or “new customer, existing product” category. We have already explained the ideas that might be included in this area. Some of them are lack of originality, and some of them solve problems for the first time.

Now you can complete this stage by completing the final task for your selected idea. Our last task is to identify the idea you select. You need to fill your idea by answering the headlines in the tool.

Our first question is who is your customer? For example, the sentence you should write here should be like “Refugees living in Poland”. Now, please identify the people group which your idea solves the problem.

The second field defining the idea is “what is the customer's problem?” If we proceed from the example of the refugees, we can state that “Refugees are experiencing problems of adaptation to the society they are in, they do not know about the sports opportunities they will meet with the host community”. You should write your idea and problem in this field.

The last task of defining your idea is how you solve it and what's the point you're unique? Let's continue with the same example again. It is a mobile application where the host community can organize sports events, refugees can also participate in these events and get information about the sports facilities around them. Now, please describe here how you solve this your problem.



Great! Now you have an idea of guessing who your customer is, be sure of your problem and creating a solution to your problem.

In the next stage, we will continue by establishing the business model of the idea.

Define Your Idea

Who is the customer?	
What's the customer's problem?	
What is the point where the idea is unique?	

Lean Business Model

Now you have selected your idea, we will work on validation your idea on the customer. Our first stage is the business model. If you pay attention, we didn't say business plan, because your business plan is not a tool used at this stage. The business plan is prepared at a later stage, ie by testing the idea on the customer, after the stage you are sure of. We will focus on the business model. After the business model was introduced by Alex Osterwalder in 2008, many canvas appeared. However, this product, which is referred to as a bussiness model canvas, is the first. We will fill the lean business model, but we want to briefly talk about the business model. There are several areas in the business model canvas. If we look quickly, the first field we fill is the target customer. As the name suggests, it is an area where we enter the customer characteristics that we will target.

Our second field is value suggestions, where you specify which value propositions you give to the people we just wrote.

The next channels field is the field in which we will write our sales or marketing channels to take our value proposition.

The next field we will fill in is customer relations. In this area, we need to specify which interaction or communication our customer will use with us during the sales and product sales curve.

Our next field is income items. In this field, we specify which revenues we will generate with the values we provide to our customers.

We're halfway through. Next field we will fill in the rest is basic activities. In this field, you have to write the essential activities you need to do, in order to implement the business model.



The main resources are the next field, this is where you will write the resources you need to perform basic activities.

The key partnerships are linked to customer activities. The answer to the question which business partners or suppliers will be needed to carry out these activities will be entered into this field.

And our last field is cost structure. What costs should you bear when implementing your basic activities should be entered in this field. We looked at the business model canvas. Now let's take a look at the lean business model that we will use.

It is referred to as the lean model canvas in English, was created to make a more productive process in forming a business model of early stage ideas. Our advice to you is when you get the idea to record it even on a paper or online tools such as Canvanize or TUZZit to shape your business model.

Before explaining the first field we will fill in, we should mention that the lean business model will be a gatherer and reflection of all the works you have done so far. We are now in the fifth step, but the steps we have worked on previously, such as customer problems, the definition of the persona, the idea will be placed in the lean business model. Now let's fill the lean business model step by step together.

Our first step is the target customer. This field requires you to enter the persona information you previously defined on the persona card. It is not as comprehensive as we describe it in the persona card, but it has to have its features. We want to make your job easier by going through an example at every step.

Spond is an example of a lean business model. This venture is a web platform and mobile app for people to organize team sports and other group activities. Spond's target clients are coaches, team leaders, families and young athletes. We would now like to ask you to fill out the target customer field below through this example and description.

Our second step is problems. In this area, you have to write at least three problems that you have gathered during customer interviews, identified in the idea definition stage and solved. So when the idea comes to life, which problems of the customer are you aiming to solve? We should write these problems in this field. Generally, people who fill the problem area write a solution here. We have another area for solution. So please write down the problems in this field.

Problems written in the Spond case are problems such as the inability to invite people to sports events easily, and to gather quick feedback on attendance. Now you can fill in the field of problems for your own idea.

A third and important area is the unique value proposition. In this field, you need to write down the unique feature that distinguishes you from competitors, your ideas, and the value you offer. Again, when we look at our example of Spond, we can say it as inviting members to trainings, matches or other team events; sharing information, files,



photos and surveys, sending private messages or creating group chat. You can now enter your unique value proposition to the lean business model canvas below.

Another area is the channels. In this area, we are writing the channels we reach to our customers. Are accessing your customer through your website or an application tool? Spond explains this: Spond is a multi-platform service. Optimized and user-friendly for mobile, tablets and the web. What channels do you plan to reach your customer? You can write it in our tool now.

After the channels, it is time for you to write the costs that you have to put up with in this field. So you need to know what costs you have to face in the process of turning your idea into a working and real product. It shows us the needs of this project. In the case of Spond, there are software development, design, marketing, content development and hosting costs. With what expenses you will be able to realize your idea? Please write down all the costs and possibilities that come to your mind, but you do not need to specify an amount. Then we will determine the amounts in the light of the information you wrote here when making a five-year plan.

If you're not working for a social benefit, we're now in the sine qua non area for a venture: Revenues. In this field, you need to enter the revenue models you will get when you realize your idea. So how are you going to generate income? What are you going to do or sell? Looking at the Spond example, many of the features of the application are free. But you have to pay for some features.

We may not only write monetary values in this field. If we gain customers' information, data, and location information, this could be a kind of revenue for us.

Our penultimate field is the success parameters. There are the metrics that we will follow and warn us about whether our idea has been successful or not from the moment our idea comes to life in. In other words, if there is a serious deviation from the data you specify here, it may mean that your business is going very well or bad. The number of groups for Spond can be the number of mail, posts and events organized. The early mistake in this area is assuming the numbers of downloading the application or people entering your website show the success. However, it is possible that 1 million people have downloaded but there may be only 10 active users. The number of active users is much more important than the number of downloads. Or if you're doing a visual focusing job, visual per-user indicators make it possible to follow the true success of the idea. Now it's time to enter the success tracking parameter for your idea.

We have come to the last but maybe the most difficult competitive advantage. In this field, you need to answer the question of what's not going to be easily copied or purchased by your competitors. If you pay attention, we said easily because everything can be copied or purchased. The important thing here is that it should not be easily. So if we can buy some of your work from a place of three-five thousand euro and do the same or simply copy it, it means that you have no competitive advantage. Therefore, you must make a difference that can stay ahead of your competitors and increase the entry barrier.



How? Hopefully you had fun while filling them and creating your business model. After now, don't forget to think via the business model when you get an idea. We went over all the fields to be filled in the lean business model. If you've filled in all the pages, you can move on to the next level. In the next stage we will design the customer experience map together.

Lean Business Canvas

Problem (Max. 5)	Solution (Max. 5)	Unique Value Proposition (Max. 1)	Competitive Advantage (Max. 3)	Target Customer (Max. 2)
Existing Competitors (Max. 3)	Success Follow-up Parameters	Channels (Max. 5)	Costs (Max. 10)	Revenue (Max. 10)



Customer Experience Map

We have made the business model, now we can move on to the customer experience map. So what is this customer experience map? Let's start with that. Remember, from the first step, we touched the customer with different steps. We will continue to touch. We collected customer insights. Based on customer insights, we identified problems and needs. You created the idea that you think would be the solution to these problems, and you set up the business model. Now we'll map out how you can potentially replace the customer experience with the idea you've uncovered.

As we said, the customer is always in the center and we are trying to convert what we learn from them into products, services or business models that can be solutions for them. In the following steps, we will prototype our idea and test it on our target customer. But first the customer experience map.

We use the customer experience map to understand our customer's experience before using our product, the experience while using it, and the experience after use, and to add or remove new things to our product, if necessary. You will see that it is similar in our tool below. You will notice that the first line is divided into three, pre-idea, during and after-idea use.

First of all, let's proceed by discussing the intersections of these three areas. The first step we will fill in is the process line. This line is where we will write our product experiences and stepwise names. We thought it would be nice to move on with an example and we wanted to go over the experience as we found the idea of Whatsapp.

We write the steps before whatsapp is released in the three boxes at the intersection of the process steps and the pre-idea. For example, communication needs, mobile phone message and bill payment. These could be our first three steps. If you notice, we cover the experiences before Whatsapp. With this in mind, there can be three steps: realization of Whatsapp, downloading the application, using the application. These three steps can be the operation steps during usage.

Let's come to the process steps that can be in the end of idea use. We speak again for whatsapp. They can be sending message, bill payment and needs. As you fill the bottom, new feature ideas and similar things will come to mind under these steps. Now, please enter the steps in your tool for your own idea.

"Where the process is taking place line" is an area you can observe where the process steps we have written above take place. For the second step, using message, in the Whatsapp example, you can add a hand image you found on the Internet.

The other area we will fill in is what activities are taking place. We write the activities that took place in the relevant process step. Return to our example, in the second step it may be the message is being written and sent before the character limit ends. Now we would like you to write your activities for all the steps. The problems and the determination section may be the needs you noticed in that process step. Again in the same step, the problems noticed in the second step, the character limit can be increased



by paying money. It is your turn. Please enter your problems and their determinations for each process step.

In the improvement suggestions section, you should write the offers that correspond to the problem or needs in the relevant step. Again, if we use the same step of our example, solutions such as sending messages without character limit or being free to send messages are the first ones that come to mind. Now, for each process step, please write the improvement suggestions.

Our last area is customer feeling. We add customer feeling in the relevant transaction area. In our example, in the second step, our potential customer might be a little angry. There are expressions you can choose for each step. We ask you to choose one for each step.

Pre-Idea			
You should think about the experience that your idea will not have yet been used by your potential customer.			
Process steps			
Where does the process take place?			
What process activities take place?			
Problems / Determinations			
Improvement Suggestions			
Customer Emotion Status			

During the Idea Use			
You should think that your idea is now experienced by your potential customer.			
Process steps			
Where does the process take place?			
What process activities take place?			
Problems / Determinations			
Improvement Suggestions			
Customer Emotion Status			



After the Idea Use

You should consider your idea being used by potential customers more than once, experiences when you care or provide customer service.

Process steps			
Where does the process take place?			
What process activities take place?			
Problems / Determinations			
Improvement Suggestions			
Customer Emotion Status			

If you have completed all entries, you have completed the customer experience map. Now you have thought of the customer's experience, developed solutions and seen them as a whole.

Let's continue at full speed. The next step will be the prototype creation phase. In other words, it is time to test our idea that we created based on customer and needs on the same customer. If you're ready, we can go to the next step.



PREPARE MVP



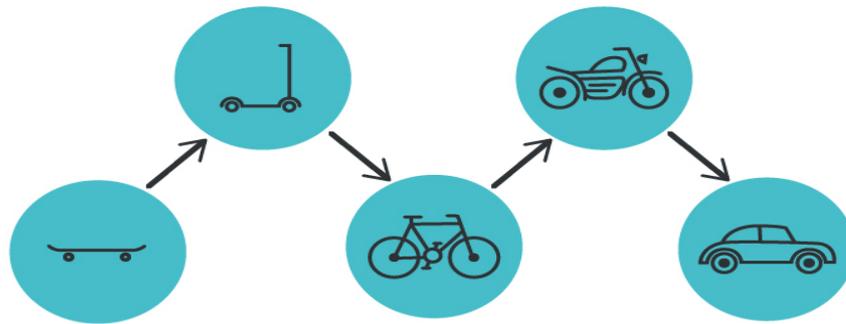
We're back together in step six. You're determined to be a sports entrepreneur. The design thinking method prevents you from investing, laboring and, most importantly, taking risks without being sure of your initiative. Design thinking is defined as the process of creating solutions based on customers' problems or needs. Now, we are at the stage of testing our thinking model, which is at the center of design thinking and lean startup method, on the customer.

This is our second meeting with the customer. If you remember, the first interview was the stage where we tried to understand their needs and problems. Now we are meeting with the customer again during the validation of the idea. It will be easier this time, because you gained experience in the first interview.

We will process the customer validation process in two steps. In the first step we will look at customer validation. In the next step, we will see how to perform customer validation digitally. In this step, there are some tasks that need to be done before the customer validation. First of all, we need to prepare our minimum viable product (MVP) before a face-to-face interview. We've mentioned MVP before, if you remember. Please review the following picture.



Minimum Viable Product



Business Model Toolbox

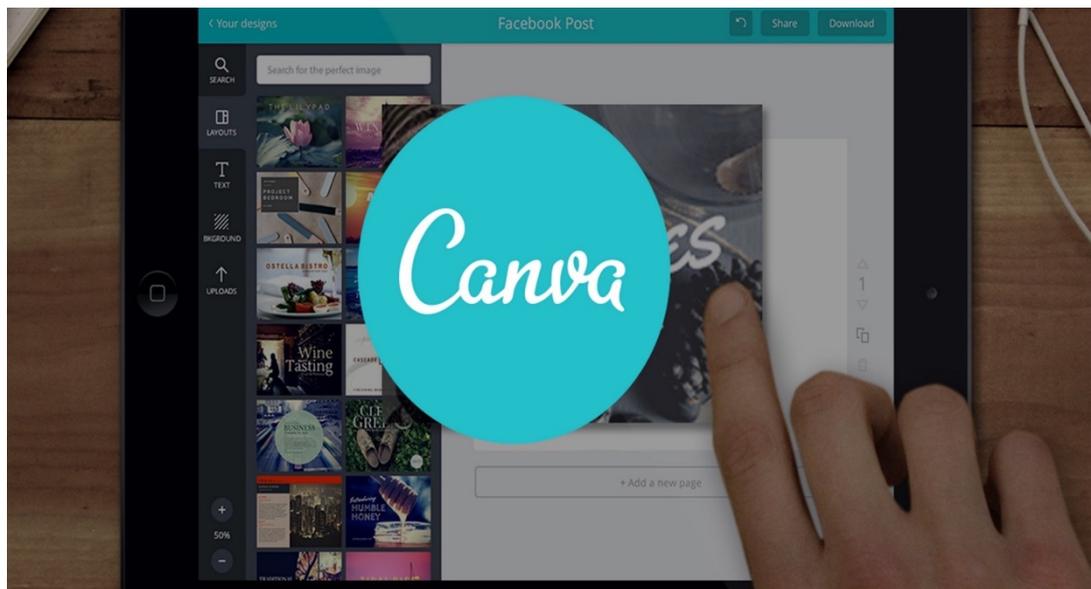
For example, we want to develop a product that will solve people's transportation problem. The minimum product can be a skateboard. But when you show a customer such a product, it doesn't mean much. If we show the applicable product, the car, it will be an already finished product. We do not have the money and labor power to develop it. That's why we need to reveal the minimum viable product at the exact conjunction point. So, neither by spending a lot of money nor spending a lot of time we need to produce a product. This product should also be understood by the customer. Yes, a bicycle!

We call it "prototype". So what can these be? The minimum viable product you can show to the customer during a face-to-face conversation may be a flyer, or in a sample that has been printed from a 3D printer but is not working. Or if you're designing a mobile application, there are also applications that use the tools we'll describe to make the drawings look like they're running. Now let's focus on our first example of MVP: Let's say the product you're going to produce is a flyer. You can use visual processing tools such as photoshop or paint on your computer. There are countless tools you can use online. But we offer you a platform called CANVA. You can start using CANVA at <https://www.canva.com/>

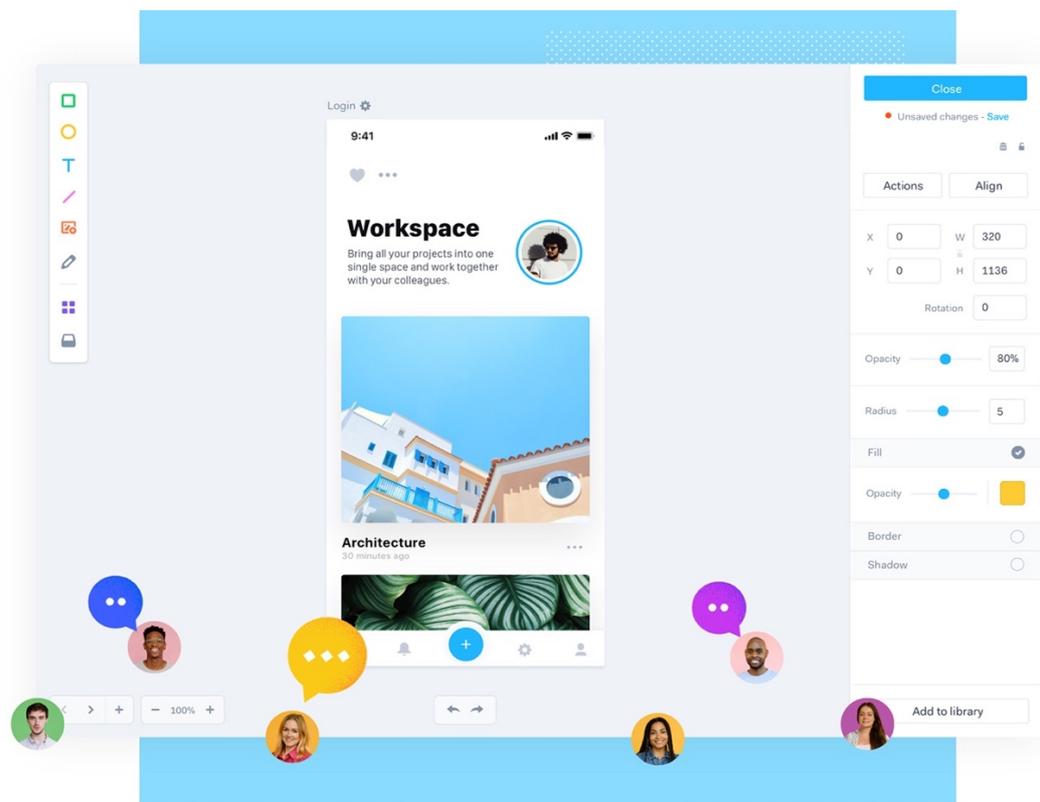
Now we want you to design a flyer describing your product or service using CANVA. You can also easily learn how to use CANVA on Youtube:

<https://www.youtube.com/user/canvadesign/videos>





Great! If you've designed the flyer, let's try designing a mobile application to use for face-to-face conversations on the customer without requiring any code knowledge. For this, we recommend you the application named Marvel APP. You can access this application from this link: <https://marvelapp.com/>



One thing to consider when developing an application is to determine which menu elements to include before you start developing the application. In addition, you also need to determine in advance which feature set will be included. If you determine this and start designing, you can proceed much faster and more efficiently. You can



access the training page on how to use the Marvel APP at

<https://help.marvelapp.com/hc/en-us/articles/360000150549-How-to-create-your-first-prototype>

Go along! Let's develop an app using it!

Now that we have created our application, we can go to customer interviews. Unlike previous customer interviews, we will now be negotiating for feedback on our product. Another difference is that at the end of the interview we will need to get the customer's contact information. We cannot understand whether our customer is really interested in our product. Traditional market research surveys take customers' opinions only.

Unfortunately, in the results stage, we may mislead us to ask customers' opinions by asking questions such as:

“Did you like this product?”

“ Would you buy? ”Or

“How much would you pay?”

Because most of the time the customer does not convey the right idea. As a result of the survey "I liked the product" or "I would buy and I would give 100 euros" unfortunately even if the actual purchase behavior does not happen like this. In order to avoid this situation, we obtain contact information from the customer and reach information close to the actual purchasing behavior. When you ask to your customer "Would you like to share your e-mail address with us to let you know when our product comes out?", if the customer says “no” obviously he/she not interested in your product. This gives us the chance to validate our product on the customer at an early stage. Imagine that getting this feedback after removing the product and making all the investments can cause the enterprise to fail.

Now get out on the street. Tell your customers your flyer / mobile application and try to get a contact information from them. Save this contact information using our tool below!

Fill in the following fields when you have completed the interviews.

How many people did you meet in total?

How many people did you get an email address or phone?

It is important to have at least 30 people interviewed in order to have efficient insights in face-to-face interviews and to validate the minimum viable product. Evaluate your results according to the table below.



Main Parameters	Score
A: How many people did you meet in total?	
B: How many people did you get an email address or phone number?	
Customer Validation Rate (CVR) *	

*Please calculate: $B/A \times 100$ and enter the score section Customer Validation Rate.

Evaluation/Comments

CVR	Evaluation/Comment
0-20	According to your score, the value you offer is not accepted by potential customers or users. Considering that personal persuasion is also effective in face-to-face meetings, the product / service you create does not provide a solution to the actual needs of the target audience. What you need to do is move on to a product / service that will identify the real problem or need and make the corresponding features, by reinterpreting the insights you have collected, without going through the digital test step.
21-50	According to the customer validation rate, the product / service you create is accepted by your target audience, but at a very critical point. In face-to-face interviews, it is easier to understand and accept the target audience than digital validation, as you directly show the product / service features. When we examine the validation rate, we can say that there are some points in the feature sets that the user does not like. Or we can conclude that these features do not eliminate the root cause of the customer's problems or needs. The insights of your interviews are very valuable. But what you need to do is listen to what the field says. Before moving on to the digital test step, you need to review your product and test its features one by one to determine the most valuable.
51-100	The product / service and the value proposition you offer seem to have been accepted by the customer. This indicates that the product / service is validated by the market. No matter how high your customer validation rate is, you should always keep in mind what the field tells you. The success of your venture is to repeat these trials over and over again in the future. Now you have to bring your test to the digital platform with the insights you have reached and the great customer validation rate. You should reach a high number of personas and monitor customer validation rate for the product or service.



We're very close to the end now. The next task will be your last task and you will prepare the investor presentation. But first we should try the idea on a more crowded audience and take action according to the results. We will have two stages for this.

1. We will produce an acceptable viable product as digital.
2. We will attract our potential customers targeted to this product.

Because our goal is to solve the problem of the targeted personas. So if we fail, maybe we can understand that the people we are targeting are not right, or that our solution is not the solution to our problem.

In the previous stage, We have seen in the table which product will be valid. We will now prepare the pretotype of the landing page, which provides further validation. But how?

Our first example will be designing a website. But you don't have to be afraid, we will use solutions that do not require any coding knowledge, just as we designed the application in the previous stage.

In order to prepare a webpage, we recommend you: [wix.com](https://www.wix.com).

With [wix.com](https://www.wix.com), you can build the landing page of your product. Firstly, I would like to ask you to create an account by logging into Wix or log in if you have one. By the way, you don't have to use Wix. If so, you can use a more familiar solution. As long as we can prepare a website easily. When you log into Wix, Wix already guides you step by step, but let's go over the steps together.

Determine which industry you want to create a website for.

Choose the appropriate templates offered by you according to your chosen sector.

Set the title of the website

Build your site using drag-and-drop.

It can also be great to watch the tutorial videos for Wix.

Peki “web sitemize ne yazacağız ve müşterimizi nasıl etkileyeceğiz?”. İşte burası kritik. Ama kolay bir So, what do we write on our website and how will we influence our customer. This is critical. But it has an easy answer. We will take everything from our business model. For example, the first word that appears when the website is opened comes from the unique and most important part of your business model. When your potential customer enters our website, he or she must fully understand and read your unique value proposition you offer. If the customer cannot see or understand it, the bounce rate occurs. So, our customer comes back as they came to our website. There are a few reasons why he might act like that. Either the visitor to your website is not our targeted customer, or your value proposition is not fully understood by the customer. For this reason, the main headline that your customer will see when you click on your website must be very impressive. That is to ensure



that our potential customer stays on our website. Then you should write a subheadline. The subheadline is a more detailed version of your main headline.

For example, the main headline of the HomeCourt is “UNLOCKING POTENTIAL IN EVERY PLAYER”. The subheadline of HomeCourt is “HomeCourt is a breakthrough approach to basketball player development”.



Then, you should create a feature set for your product. You can fill the feature set from the solution part in the business model. Here you should include information on how the elements in this feature set are implemented. The feature set in the HomeCourt example is expressed as:

Get a new perspective on shooting.

Developed under the guidance of two-time NBA MVP and Hall of Fame point guard Steve Nash, HomeCourt's proprietary Shot Science technology provides meaningful insights for every shot you take.

 SHOT TYPE	 RELEASE TIME	 RELEASE ANGLE
 SPEED	 VERTICAL	 LEG ANGLE



You should include the feature set on your website. Most importantly, you need to place a "call to action" button, where we will receive feedback from the customer. If the customers like the value proposition and feature set you offer them, they should press this button. This button allows you to request the customer's e-mail address or phone number and even have them fill out an order form. In the example of HomeCourt, "Download on the App Store" appears as a "call to action" button.



With these buttons, as in the face-to-face customer validation step, we can measure how many people visiting our total website provide their e-mail address. By entering this information in our tool below, you can see whether this rate is successful or not. To keep track of total traffic, you should use the paid version of Wix and include the Google Analytics code. It's also a very simple step, but if you don't want to make a paid use, you can also use unbounce.com. Unlike Wix, you can follow graphs and recycling notifications from the inside panel. Which makes it a lot easier.

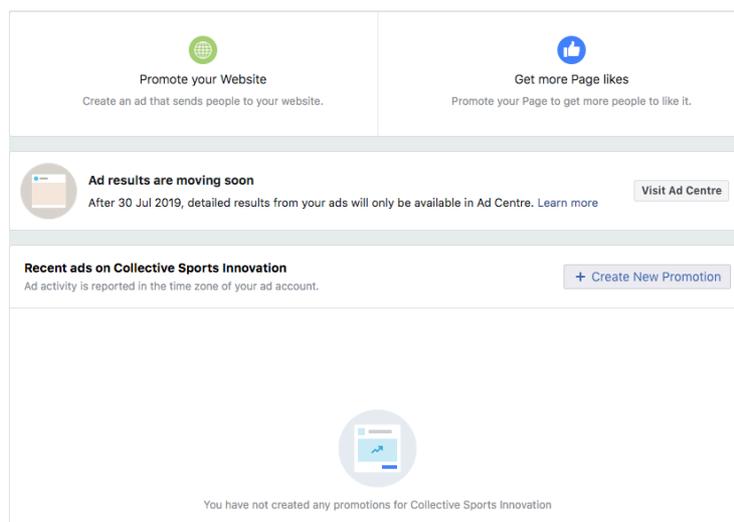
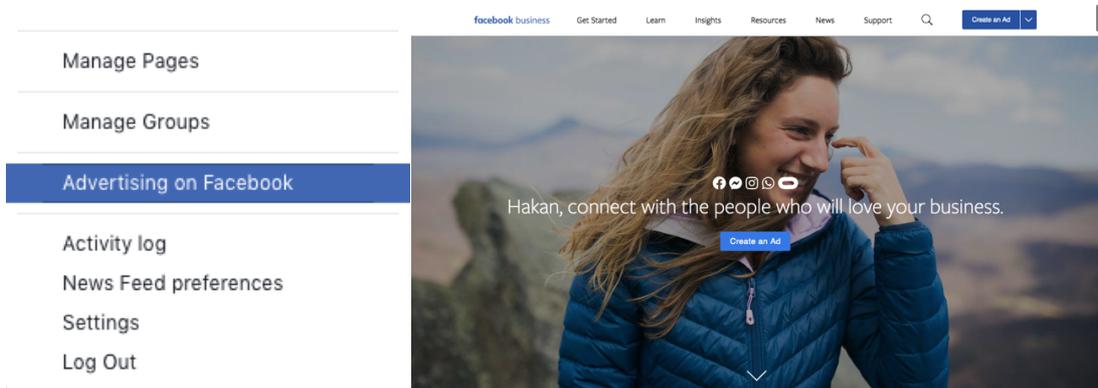
By the way, if you want to use another website building tool or you want to build your own website, it's not a problem. What's important is that you build a simple and quick website and test the value proposition on your potential customer.

Remember, at the beginning of this step, we talked about preparing the minimum viable product (MVP). However, how your potential customers are aware of your MVP is just as important as building a website. Therefore, we will now focus on advertising on our website to attract potential customers. We will use Facebook's ads for this. Because, it provides us the most detailed profiling and therefore the ability to show our advertising to the right people. You need to have a Facebook account to



advertise on Facebook. If you don't want to open a Facebook account, you can use "Google Adwords.

Yes, it's time to attract our potential customer to our website. After logging into our Facebook account, you need to enter the "Advertising on Facebook" section. Then we start with "create" there. If you remember what was our purpose in marketing to attract traffic. In other words, we want to attract potential customers (personas) to our website, so we choose traffic. Now we want you to follow these steps and post a facebook ad.



Great! Now you have a website and potential customers to tell them your unique value propositions. After that, you'll keep track of feedbacks by keeping your ad open for at least a week. You know, we don't have a product yet. Our goal is to see if the idea really attracts customers. Actually, the sooner we're wrong, the better for us. Because we will be wrong by spending less money and effort. Otherwise, we may have to give up because of financial issues. At the end of the seven days you have to keep track of how many people have entered your website and how many have given you their contact information such as an email address, a phone number. You can use our tool below for this.

You can access ad impressions and clicks (numbers) from the panel of the ad medium you're using. When we mention the website as the number of unique clicks,



it will be the number of clicks that come to your website. You can also find this numbers in Google Analytics you installed, or in Unbounce if you used it. The validation rate will vary according to your data and you will find the result in the table below.

Main Parameters	Score
The Number of Ad Impressions	
The Number of Ad Clicks	
A: The Number of Website Unique Traffic	
B: The Number of Received Customer Contact Information/Validation	
B/Ax100: Digital Return Rate (DRR)*	

*Please calculate: $B/A \times 100$ and enter the score section Digital Return Rate (DRR).



Evaluation/Comments

DRR	Evaluation/Comment
0-5	<p>The foundation of a successful product or service is based on providing a good solution to the validated needs and problems of potential customers. The product or service you create must be widely accepted and understandable, regardless of you. If you look at the digital return rate, the problem you found shows that your target audience does not solve a critical problem. Another possibility is that the problem you identify may not belong to the potential users (ie persona) you are targeting. We recommend that you review all the work you do after the idea selection, especially the business model, to ensure problem-product harmony and to perform the digital test again.</p>
6-20	<p>Digital return rate refers to the potential of the product or service you are developing to be accepted by the targeted audience, purchasing or being a user. In face-to-face interviews, you are likely to influence and convince the people you are talking to, but in digital tests, solution and value proposition must be accepted spontaneously, without you convincing. If you look at your feedback, you have correctly identified the problem of your target customer base and developed a good solution to your problems. Digital returns rate above 10% can be regarded as a sign that you are on the right path, creating value that is understandable to your target audience. Now you have to test each of the feature sets you have developed with your target customers or users and act on the most needed features according to their insights. Congratulations, you're on the right path.</p>
21-30	<p>Now, you have an venture that has achieved all customer-problem, problem-solution and solution-market harmony and has a high probability of success. This product, which receives more than 20% digital return rate, needs to be put into practice and meet the demanders. In order for this important work to be successful, we recommend you to contact the people who have shown their interest in the product and get their contact information during the MVP phase. You need to understand how value proposition is perceived for them. Your chance of success will increase if you proceed by uncovering the unique value proposition that meets the most important needs or problems of the potential customer. Always think big and take small steps in this process. Never give up trying, because the experience you will earn through the effort you will spend will be unique. Success is not imagined, congratulations.</p>
31-100	<p>You really understood the customer's problems and needs and built the idea on it. Such an initiative is very likely to be successful. Now is a very critical and exciting period begins, the implementation of the venture. You have an aspiring audience to have the product or service you have developed. Now it's up to you to bring this wonderful idea together. You need to act quickly.</p>



GIVE PRESENTATION



We came to the last step! If you've come this far, you really want to be a technology-based sports entrepreneur. Albert Einstein says "Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world". But you've done more than just imagine. You took the first step with this Guide to get started. Congratulations!

Until now, you have experienced step by step how international entrepreneurs work from start to finish. After that, the task is to realize the idea. Our final step is to prepare the "investor presentation. But first we want to talk about a phenomenon that we observe in entrepreneurs. Often, people spend much of their time on tours of finding and persuading investors rather than experiencing the value proposition offered by their ventures on the potential customer.

Our suggestion is that you always start with a sustainable business model. So, when you create a business model that can survive on its own with the balance of income and expenses, you will not go to the investors, they will find you. Please do not prioritize finding various incentives or investors.

We seem to hear you say, "I don't have money, what am I going to do?" You're right, but unfortunately, your chance of success is low, if the only premise that will make your venture successful in the early stages is your incentive or investment. All research shows that one of the main reasons for the disappearance of the initiatives is the inability to hold the product in the market. Because it is launched without customer validation. The second main reason is that cash flow cannot be managed. In



other words, the income-expense balance is not fully established. 71% of the initiatives are disappearing for these two reasons.

So, let's take a look at the investor presentation. Although enterprises can be established and expanded on their own resources, there may be a need for growth with the support of an investor. The reason for this is that although entrepreneurs have created a sustainable revenue model, their future plans may require investment to gain competitive advantage or to produce new product.

Let's start preparing the investor presentation that will make you less compelled by the investors you can use at that moment. First, before preparing the presentation, let's talk about what we should do. When preparing a presentation, writing content or placing images, you have to prepare yourself by questioning yourself like an investor. So maybe you can get prepared for the questions that investors will ask. There's even a trick for that. You can keep some information while giving information to investors during the presentation. Of course, these should not be a basic indicator. You can make them ask questions by investors. Since you know that these questions can be asked to you, you can impress investors with your answer and collect points.

After preparing the presentation, we recommend that you write down what you will say on each slide in the notes section of the slide. The repetition method, which we will talk about below, is important for achieving performances that finish in time and reveal their self-confidence. Then it will be very good to check if you remain in the given time by reading what you wrote at the speed of speech

Entrepreneurial presentations are often short presentations. When the time is over, the people will stop you without letting you present more. If you don't want your words to be interrupted, you should use the time fully. Please don't fool around with unnecessary details! This is one of the mistakes we often observe. If you spend a minute on an unnecessary point, it's mean the you will spend 33% of the total three minutes given to you. Please remember, it's your business that matters. A business that creates unique value and solves the customer's problem. If you want to present your presentation with absolute confidence, we recommend that you follow “The Repetition Rule”. With this rule, you can complete all your investor presentations by staying in time and saying all the information you want to say.

So how does this repetition rule apply?

First, you will read the text you wrote 20 times for each slide. Then you will make the necessary arrangements. Then you'll do it again in a natural rhythm of speech without reading notes and trying to stay in time. It will not be heard as if you have memorized the text, but it will also be natural. Then you will increase your self-confidence as you will be surprised how wonderful your presentation is when you are holding time and doing 20 repetitions in front of the mirror. Briefly reading 20 times, 20 times without repeating time and 20 times by staying connected to the mirror if you give a presentation will be a great step.



In addition, breathing exercises can be a great way to relax. However, you need to be careful about this, too, because you are exposed to oxygen at a level you are not accustomed to, so taking your diaphragm breath too often can cause you to become dizzy and panic. We suggest you work separately for relaxation with breathing exercises.

Beyond that, you can watch TED talks and make the presentation more enjoyable by following the successful moves of the speakers there. A few on-site humour can be good for the ambiance.

Another task to be done before the presentation is to do a preliminary search for the listener/jury. For example, it might give you an advantage if you do a search about an investor (listener/jury) you are going to present.

It is very important that your energy lasts from the beginning to the end. Make sure your voice is loud. Investors will not like to listen to a presentation from someone who mutter. Put yourself in the investor's place. Would you invest in an entrepreneur who made his presentation with a monotone and very low tone and?

You certainly don't invest, do you? And please don't forget your smiling face during the presentation. Who wants to be a partner to a sulky entrepreneur? Partnership is ultimately some kind of marriage.

In describing the slides, we will talk about what should be on which page. But do not include dozens of information in a page. Because in such cases, listeners stop listening to you and read your writings. But what we want is to focus on you by conveying your thrill and enthusiasm to the audience. Otherwise, investors would decide by reading the text you will give in writing. But they want to see whom to invest.

Let's say there's a lot of information on a page. Then it would be wise to have the content opened simultaneously with your narration. So, the investors will continue to listen to you. Please don't focus on a person during the presentation and just tell that person. This will not be good for both the person you are focused on and the others. Tell to the whole community. Look into everyone's eyes. Make the audience feel that you are aware of them one by one. This will give the audience a sense of how well you have mastered your initiative and presentation.

At the end of the presentation, you should definitely mention what you want. Although investor presentations are generally seen as a meeting where money is demanded, you can ask the investor for many things other than money. For example, you can ask the investor to become a mentor or introduce you to his/her own network. Therefore, having information about the investors in advance will help you what you can ask them.

Now the last bend before leaving the presentation room. Question and answer part. The most important point in this section is the attitude you take when answering questions. If you respond with defensive attitude to the questions asked, it does not



show how much you are committed to your business. On the contrary, it is not managed and signals that you are not the right person to become a partner. You may not know the answers to some questions, but that's okay. You can say that "I will find the answer and narrate to you at the end of this presentation".

Yes! At the end of the presentation, we talked about what to do and what not to do. Now is the time to prepare the presentation by explaining the presentation slides. We ask you to download our presentation template below. Let's continue later.

https://drive.google.com/open?id=1IIG47-suSVDqz_wH7DcW3orsouFwVP3y

Great! Now we can continue. Our first slide is the cover and the starting page. This is an area where you can express the team briefly with your logo. But not too long. It is enough to emphasize the special skills of the team in order to do the job.

The second slide is where you will tell the point where the initiative is unique and the value it offers. Mostly there is a mistake in which entrepreneurs fall. At the beginning of the presentation, some entrepreneurs do not explain exactly what their initiative did. They keep the audience in suspense. If you do that, you're more likely to lose the audience and they may stop listening. For this reason, at the beginning of your presentation, you have to tell the initiative and draw attention with the sentence structure "who, which problem, how do you solve". Remember, we used this sentence structure in the idea identification stage.

The third slide is about problems and needs. Here we explain a little bit more about what kind of problems the people have. In this page, you should explain the answers to questions such as: What problems does the potential customer have? So what big problem are you solving?

In the fourth slide, you need to explain how you created a solution to the problems in the previous slide, that is, you explain your solution set. In other words, the solution items that we worked on in the business model part should take place.

The fifth slide is about the market size. In particular, investors expect you to operate in a market of at least one billion dollars. On this page, you need to find the size of the market in which you operate. In a year, you need to get the data like how many competitors are selling. You can access this data from internet research and data providers. This part should be appetizing so that investors can be enthusiastic. But don't make it look bigger than the market is.

The sixth slide is about validation. We divide this slide in two: 1) The initiatives that have a running business model 2) Businesses that have not yet started. Businesses that start making money should talk about real sales figures, customers and returns. Business models that have not yet been launched should be shared with the customer verification results we made in the previous steps. Even if you haven't made sales yet, the data you get from customer interviews will also be useful to impress investors.



The seventh slide is about competition. You should mention your competitors on this page. Remember, everyone has a competitor. Yeah, maybe not like you do, but you have to have a number of competitors focused on the problem you solve. One of the words investors usually don't like is "we have no competitors." So, you have a competitor and you have to tell him here. You need to show what you did, what your competitor didn't do. Or vice versa, you have to tell the competition. Investors may know the competitor because they are constantly listening to entrepreneurs, or they may have listened before. You have to investigate your competitors very well. In addition, you should also write the answer to this question: "What do we have that cannot be easily copied or purchased by competitors?" It will certainly be impressive.

On the eighth slide, there may be a demonstration, demo or video of our product. It would be great to understand the working principle of the product or to share an example of what it does. But remember, time is limited.

Ninth slide is about financial analysis. In fact, we talked a little bit about this issue in our sales section, but you should provide an analysis that includes some future revenue. There is an excel file that you can download from below to do this analysis. We suggest you not show all these details on one page. If possible, it would be more accurate to speak more simply by making a graph for the gross profit. Because there are lots of questions on the slides that contain such data. If you believe in the soundness of this table, you can keep it in your presentation as a hidden slide page to reveal if a question is asked.

https://drive.google.com/open?id=1NnYC-KphNRpoBDLnIk_SbQTOivBWLZnF

The last slide is about future plans and what we want from the investor. Before you can complete your presentation, you need to briefly say the short sentence of your venture: "who, which problem, how do you solve". Finally, you can tell your future plans and what you want from the investor.

Spectacular! We're excited for you. We hope your presentation will be great and you will start your venture. If you want to further develop your innovation and entrepreneurship skills, we invite you to our online training course. This course is free of charge and open to every young people who want to be SportsTech entrepreneur.

If you would like to share information about your sports venture with us and take part in our website, please share with us on the link on our website. If we support each other in the technology-oriented sports entrepreneurship ecosystem, we will grow and continue to change the world positively.

We will try to support you as much as we can. We look forward to meeting you. We will make announcements in the future and we will share entrepreneurship stories to discuss our meetings.

Good Luck!



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Young People are Coming Out onto Pitch!
Sports-Focused Technological
Entrepreneurship and Innovation Program



Co-funded by the
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