

**Sport as a value
creator for
entrepreneurship**

Ben Hattink

SPORT AS A VALUE CREATOR FOR ENTREPRENEURSHIP

A PERSPECTIVE FOR CREATING MULTI-VALUES
IN ENTREPRENEURSHIP THROUGH SPORT
BY ELITE SPORT ORGANIZATIONS

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PROEFSCHRIFT

ter verkrijging van
de graad van doctor aan de Universiteit Twente,
op gezag van de rector magnificus,
prof. dr. T.T.M. Palstra,
volgens besluit van het College voor Promoties
in het openbaar te verdedigen
op donderdag 19 december 2019 om 12.45 uur

door

Bernardus Hendrikus Hattink
geboren op 24 december 1967
te Deventer

Dit proefschrift is goedgekeurd door:
de promotor:
prof. dr. A.J. Groen

Cover design: Renze Koenes
Printed by: OcNON, Deventer
ISBN: 978-90-365-4879-3
DOI: 10.3990/1.9789036548793

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Voorwoord

En dan eindig je het schrijven van je proefschrift met een begin, een voorwoord... Cyclischer kan een onderzoek niet weergegeven worden, lijkt me. Het is in dit soort kringen waar ik de afgelopen jaren heb rondgedwaald. Na veel verbazing, plezier en (soms) gedoe, neem ik afscheid van dit traject. Hoewel ook hier wellicht geldt dat het bezit van de zaak het einde van het vermaak betekent, had ik dit traject niet willen missen. Veel van mijn interessegebieden komen in dit proefschrift bij elkaar, zoals sport en spel, ondernemerschap en bedrijfsleven, onderwijs en onderzoek. In welke mate en op welke mogelijke wijze een dergelijke combinatie toekomstbestendig is, wakkerde mijn nieuwsgierigheid aan en vormde feitelijk de opmaat voor dit traject.

In mijn promotietraject ben ik een groot aantal mensen tegengekomen, die van alles vinden, weten, denken, moeten, kunnen en willen. Ik heb dat als plezierig ervaren, omdat het veelal mensen waren die het beste met mij voor hadden. Ten aanzien van mijn promotor hoopte ik bij aanvang een combinatie te vinden van een academicus en een ondernemend persoon in één. Ik had het geluk dat ik hem vond bij de Universiteit Twente, de hooggeleerde professor Groen. Beste Aard, hartelijk dank voor het hanteren van verschillende handelingsstijlen, je begeleiding met veel kennis, geduld, humor, het geven van vrijheid van handelen en het prettig veeleisend zijn.

Ook gaat mijn dank uit naar de leden van de promotiecommissie. De combinatie van sport en ondernemerschap maakte mijn onderzoek even innovatief als onorthodox. Ik ben de commissie erkentelijk dat ze het samenbrengen van deze disciplines heeft gewaardeerd.

De combinatie van sport en ondernemerschap had en heeft de interesse van het Instituut voor Sportstudies van de Hanzehogeschool Groningen. Ik ben het instituut dankbaar dat ze me heeft gefaciliteerd. Daarnaast is er een aantal collega's van het instituut dat ik graag met naam wil noemen:

Als eerste dean Kris Tuinier. Kris, hartelijk dank dat je me, soms uitgebreider, maar veelal ook snel, tussen de bedrijven door, met een klein zinnetje, organisatorisch en/of inhoudelijk support gaf!

Verder Adri Broeke. Adri, al op de ALO was je mijn docent. Daarna ben je gedurende mijn loopbaan in verschillende rollen kritisch, constructief en leidend geweest in mijn werk. Heel hartelijk dank!

Als derde, mijn collega-promovendus Gerco van Dalssen. Gerco, door jouw gave zaken geweldig te organiseren, breng je mij in situaties waar ik inspiratie en energie van krijg. Dank daarvoor en dank dat je mijn paranimf wilt zijn!

Voorts Jennifer Wichers. Jennifer, ik dank je hartelijk voor onze samenwerking, die heeft veel bijgedragen aan mijn proefschrift. En daarnaast is het gewoon een veilig gevoel dat er, bij de verdediging van mijn proefschrift, een voormalig wereldtop judoka aan mijn zijde staat als paranimf.

Naast iedereen die ik hiervoor heb genoemd, wil ik mijn collegae, klanten, (oud)studenten, toeleveranciers en ervaringsdeskundigen in de praktijk, vooral in de

regio's Groningen, Friesland en de Achterhoek, danken voor hun bijdragen, op welke wijze dan ook. Rutger Brouwer, Eric Boersma, Bert Janssen en Rienk van Marle wil ik in dit verband graag met name noemen.

Het doorlopen van dit traject was mogelijk, omdat de basis optimaal is. Een basis die door mijn ouders is gelegd en door mijn gezin, overige familieleden en vrienden wordt onderhouden en verbreed. Heleen gaf mij weer veel ruimte en tijd. Ze verbeterde, vulde aan, organiseerde, etc., etc.... onmisbaar complementair zoals altijd. Een dankwoord is dan nogal beperkt. Dat geldt natuurlijk ook voor Loes, Kees en Els. Soms was ik er letterlijk en/of figuurlijk niet bij omdat ik deze kans wilde pakken. Zie het maar als een invulling van de in dit verband toepasselijke slogan: "be a player, not a ball". Woeiii.

Deventer, 5 december 2019

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Chapter 1 STUDY CONTEXT

1.1 Introduction

What brings billions of people in front of a TV screen? What moves hundreds of thousands of people in sunny and stormy weather to water, grass pitches, and halls? What binds and unites tens of thousands of people at a central place in a city? What subject is also a frequently discussed at home, at school, at the office, at the coffee corner, and on social media? What is a phenomenon that integrates different groups and prevents both heart and vascular disease as well as obesity? What gives people so much pleasure, pride, and passion for people? In what is a context in which joy and sorrow exist side by side,? What fascinates so many people in very different ways? The answer to all these questions is sport!

This chapter presents an overview of the study context of this research in the domain of sport and entrepreneurship. It includes a summary of how sport has evolved from popular local entertainment to the phenomenon it is today. A central item is that sport is able to bring entrepreneurship to fruition, and the combination of sport and entrepreneurship is able to create multiple values.

This research focuses on elite professional sport organizations, each of which – together with its business clubs – is willing to support entrepreneurship, and not only entrepreneurship related to sport. In this chapter the objectives, problems, and questions of this research are laid out, and the adopted research paradigm is presented.

1.2 Changing demand and supply in the world of sport

The meaning of sport for society has increased significantly over the past 100 years. Sport has become an important domain and – depending on its definition – accounts for 1% to 2% of the gross domestic product (GDP) of an average European country (Dejonghe, 2004). In the Netherlands, it accounts for 1% of the GDP, and expressed in full time equivalents, it accounts for 1.5% of total employment (Tiessen-Raaphorst, 2015). Collignon and Sultan (2014, p.1) state the following: 'The sports market has grown faster than GDP in nearly every country. Adding sporting goods, apparel,

equipment, and health and fitness spending, the sports industry generates as much as \$700 billion yearly, or 1 percent of global GDP.’ Many people are actively involved in sport and derive their meaning in life thence. For some, sport is one of the most important aspects of their lives (Tiessen-Raaphorst, 2015).

Sport is a phenomenon with which many people are associated and to which they assign meaning. However, “sport” is not an unambiguous term (Schuller, 1985; De Knop et al., 2002; Breedveld, 2003). To support the definition of sport, the term “the sporting world” is used (Stokvis, 1989). It allows space for a large number of activities – from partaking in professional competitive boxing to playing with a basketball in a park – and provides coherence. Moreover, this term focuses attention on people who are engaged in sport, but not necessarily in a physical manner. It covers a combination of fans, coaches, board members, and journalists, among others. (Stokvis, 1989, p. 12-13). The sporting world is a sector in which thousands of clubs, organizations, companies, and foundations are active in organizing sport participation and events. It is a complex network of individuals, groups, and organizations, built up in three layers (Broeke, 2010), see Figure 1.1. Participation in sport forms the core layer; this includes not only the active participants in sport, but also the passive followers of sport. The core is surrounded by the sport infrastructure, which refers to sport facilities, sport providers, and support organizations in their totality. These are sometimes called org-ware (organizations and their interlinks), software (such as systems and processes) and hardware (such as facilities). The outer layer consists of sport value, and it includes the value, capital, and availability of sport. The strength of sport in relation to financial-economic, ecological-sustainable, and socio-cultural aspects is found in this layer.

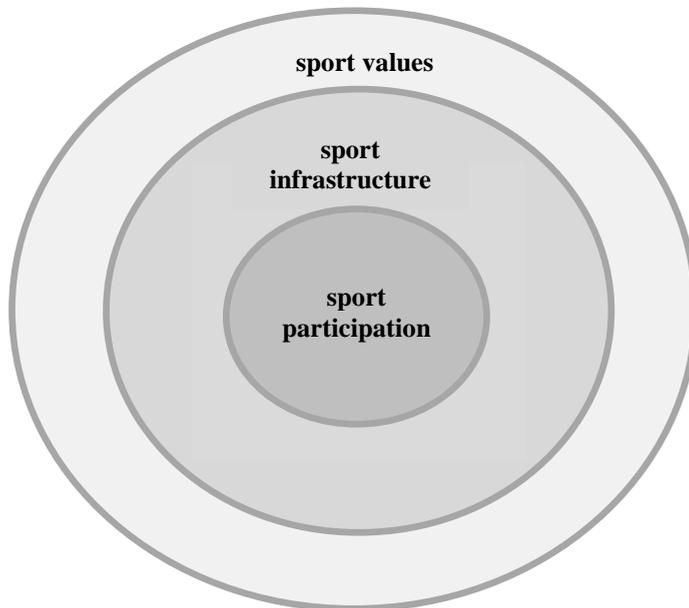


Figure 1.1: The “layered” sporting world (Broeke, 2010)

Sport has existed through the ages. Children at most primary and secondary schools are taught about the ancient Olympic Games in Greece. Moreover, in the more recent history of sport, the industrial revolution played an important role (Kamphorst and Withagen, 1974). With the improvement of transport, logistics, and communication processes and the growth of cities, people around the world have been able to come into contact with one another faster and more effectively than before. Facilitated by law, citizens began to come together in democratic groups, irrespective of class, occupation, or standing.

Sport was one of the aspects of the lifestyle of the upper class that was copied by the lower classes. This was the so-called “trickle-down effect” within a civilization process, and it was especially apparent in the United Kingdom (Elias, 1969; Stokvis, 1999). Local sport entertainment (e.g., cricket, horse-riding, and soccer) with competitive

matches between teams of different cities became popular (Wigglesworth, 2007). The subsequent need for standards and regulation for these forms of entertainment led to the rise of various generally accepted types of sport. Sports enthusiasts found one another and started to establish sports clubs (Kugel, 1972; Stokvis, 1979). Outside Western Europe, people rebelled against the domination of Europe, and the locals therefore introduced their own types of sport, such as baseball, American football, and basketball (Van Bottenburg, 1994). Universities, businessmen, and youth organizations played an instrumental role in the development, standardization, and spread of such sports in America. They used their own organizations and not a sport club system as in Europe (Stokvis, 1989).

On a global level, the tendency was for sport organizations or clubs to form federations. At a national level, these federative sport organizations took care of the smooth organization of competitions and were responsible for national sporting functions in a country, similar to lobby organizations. This was a common practice, especially in Europe, and it led to the creation of a pyramid structure in which the central sport federations had a monopolistic position in competitive sport. As a result of the pyramid structure of the sport system, dependent relations and unity existed in regard to action. There was a broad, basic level of “sport for all,” above which was a level of competitive sport, and at the top, there was a talented top level of elite sport (Rubingh and Broeke, 1998).

Thereafter new developments in fields such as technology, internationalization, and business led to a changing demand for sport – a phenomenon known as the “sportification” of society: a societal upgrade and growth of sport became visible (Crum, 1992). On the one hand, it can be explained by the emphasis that society placed on new values (more attention to self-development, abundance, pleasure, and enjoying life) – values that were reflected in sport. On the other hand, it can also be explained by the booming interest in and glorification of physicality, in which the relationship between the body and sport became important. Participation in sport thus became popular. The so-called sportification of society is divided (Crum, 1992) into

two categories. First, there is the sportification of sport: the process in which the original characteristics of sport – namely, achievement and competition – are radicalized. This process was started by the Cold War politicization and a scientific approach of sport, interacting as cogwheels. In many countries, the sportification of sport resulted in an elite sport system financed by business and/or by national government. Second, there is the de-sportification of sport, which can be interpreted as a countermovement. In accordance with the “sport for all” idea, the thresholds for participating in sport were lowered. This was done by reducing emphasis on achievement orientation and by emphasizing motives such as pleasure, fun, togetherness, communication, recreation, and health. In the German literature, this is called “nicht sportliche Sport” (non-sporting sport) (Dietrich, 1989).

All of this created a distinction in the world of sport. On the one hand, the “sportliche Sport,” practices involve close connections that form a network with common interests and perspectives, usually organized in a sporting world with traditional clubs or associations and focused primarily on sport-related ambitions and performances. At a lower level, they are organized around participation in sport, and at a higher level, the role of entertainment is more dominant, especially in top-level elite sport. On the other hand, the “nicht-sportliche Sport” practices are less intensively organized, and sporting participants are linked to the sport provider for a less certain or shorter period of time. These practices focus on health, societal ambitions, and economic interests (Dietrich, 1989). The latter can be imposed by the government or by a company (Physical Education (PE), physiotherapy, company-fitness) or on a voluntary basis with the use of public sporting venues. This creates various opportunities and challenges for public and private entrepreneurs and managers to realize new business and revenue models in sport (Broeke, 2010, p. 30).

1.3 Sport business and entrepreneurship

Demand for new types of sports with new values was growing, for example extreme sports, urban sports, and lifestyle sports (Vanreusel and Renson, 1984; Loret, 1995; Van Bottenburg and Salome, 2010). However, organizations in the existing European sporting pyramid structure could not meet the new needs, and new sport organizations

with a more entrepreneurial and commercial orientation – based primarily on the American model – were established and willing to meet those demands, including fitness centers, outdoor sport organizations, sporting events bureaus, and commercial sport teams (Digel, 1990; Crum, 1992; Van Bottenburg, 1994; Scheerder et al., 2013). Furthermore, traditional sport organizations began to adopt a more businesslike approach by learning from companies (Duijvestein and Kattenberg, 2004). New initiatives and organizations emerged, led by people who educated and professionalized themselves in the area of sport management (Parkhouse and Ulrich, 1979; Chelladurai, 1985; 1994, Zeigler, 1987; Wagner, 1989; Slack, 1991; Pike, 1994; Soucie, 1994), sport business (Westerbeek and Smith, 2003; Slack, 2004; Porter, 2010), and sport entrepreneurship (Ratten, 2010; 2011; 2012).

The relation between sport and business also became more intensive in another way, as the value of sport for companies received attention. On the one hand, a link was made to health (vitality) and social cohesion between company employees, and on the other hand, the possibility of using sport as a marketing and communication tool emerged (Mullin et al., 1993).

The changes in demand and supply throughout the world leads to a need for more professionalism in sport organizations. The relatively new area of sport management has attempted to provide such professionalism in sport organizations. Sport management, similarly to other management practices, can be approached from various perspectives. Albert (1992) distinguished between the Rhineland-European management dimension and the Anglo-American management dimension. The Rhineland-European dimension has its roots in the system of guilds during the late Middle Ages. Learning was done “on the job,” while a system of testing by one’s colleagues guaranteed the quality of the product delivered, and management skills were based on craftsmanship. In this dimension, qualifications and responsibilities are decentralized in the managing of the organization, and professional freedom exists within the appointed framework. In the Anglo-American dimension, the “American dream” serves as an example and symbol for achieving individual success. The

manager is a businessman, and the purpose of the sports manager is therefore to increase the financial profitability to its maximum. Moreover, the sport organization is seen as a money-making machine (Albert, 1992; Peters and Weggeman, 2009; Broeke, 2010).

To create a categorization of sport management practices, Broeke (2010) has set this Rhineland-European/Anglo-American axis (Albert, 1992) against the earlier mentioned distinction (set on an axis) between sportliche Sport (sporting sport) practices and the more modern nicht-sportliche Sport (non-sporting sport) practices (Dietrich, 1989). In a schematic diagram, see Figure 1.2 professional sport management practices can be characterized:

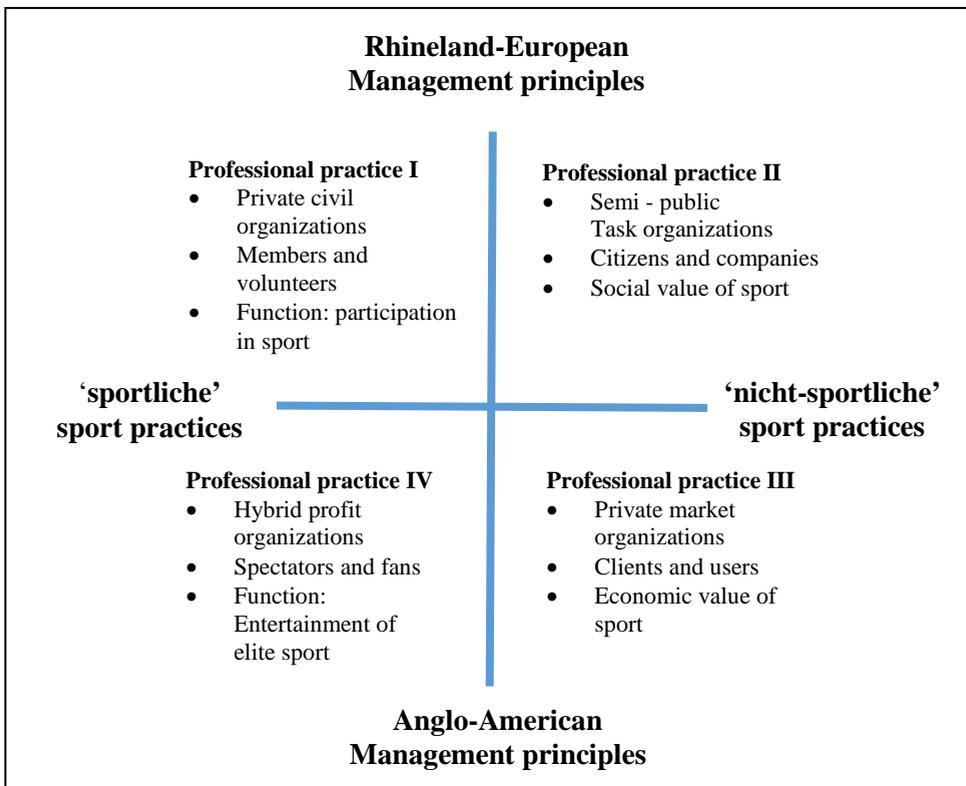


Figure 1.2 Sport management professional practices (Broeke, 2010)

In this characterization, private sport business is placed under “Professional practice III.” At the same time, however, in the current economic situation, numerous practices are found in the various management domains of sport, with a diversity of capitalistic business and entrepreneurship models (Broeke, 2010, p. 32).

Sport management with a focus on the coordination of resources, technologies, processes, personnel, and situational contingencies for the efficient production and exchange of sport services (Chelladurai, 1994) was initially related primarily to the applied sport sciences, such as physical education and movement sciences. It also subsequently became associated with the more business-oriented sciences, such as business administration and economics. Nevertheless, an arm-wrestle is looming between the applied sport disciplines and the business schools that offer management and marketing programs with regard to who is best suited to deliver sport management programs. (Westerbeek 2010). The more business-oriented disciplines place more emphasis on sport business and therefore on the exchange between producers and consumers within the broad area of the sport industry (Westerbeek and Smith, 2003; Slack, 2004; Westerbeek, 2010). As can be seen in the following definition: ‘The sport industry encompasses all upstream and downstream value-adding activities emanating from the delivery of sports products and services. A sport product or service occurs when a human-controlled, goal directed, competitive activity requiring physical power (irrespective of competency) is delivered or facilitated.’ (Westerbeek, 2010, p.1295).

Upstream value-adding activities include sectors or organizations that provide suppliers, infrastructure, or support products or services to allow or facilitate the delivery of a sporting product or service. Downstream value-adding activities include sectors and organizations that provide distribution, marketing, or customer relationship (after sales) products and services for a sporting product or service. In distribution and marketing, objectives other than participation in sport are pursued, for example sales of clothing, books and magazines, getaways, and tourism. Westerbeek (2010, p. 1297) states that ‘the expansion of the industry has led to a range of value-adding

activities becoming sub-industries in their own right.’, and that ‘all sport business is commercialized, but the driving objective can be a profit or a surplus.’

As a consequence of these developments, increasing attention began to be paid to sport entrepreneurship. As a result of the shifts and developments in the sporting world, people with an entrepreneurial orientation (EO) and attitude see many opportunities and possibilities to create value in the sporting world by innovative and effective business and revenue models (Broeke, 2010; Ratten, 2011). Innovative entrepreneurship in the sporting world can add value in tangible and intangible ways (Broeke, 2010). Furthermore, distinctions between business and entrepreneurship can be found in the fact that innovation is an attribute of entrepreneurship, whereas in business, a financial-economic perspective is usually assumed (Beckman, et al., 2014; Ratten, 2011).

Sport entrepreneurship is a new concept that needs to be conceptualized more thoroughly, since it is understood and defined differently by various authors (Hardy, 1996; Santomier, 2002; Ciletti and Chadwick, 2012; Ratten, 2012). Sport entrepreneurship appears to cover a wide range of activities – for example, not only the owner of a professional elite sports club or fitness center, but also the supplier of sporting products and facilities with a social aim. A more strict demarcation of the domain of sport entrepreneurship is desirable, in which the recognition, creation, and exploitation of opportunities in the sporting world – with a view to striving for multiple avenues of value creation (e.g., social and commercial) – can be considered as a starting point (Ratten, 2012). This means that within the broad domain of entrepreneurship, specific focus is placed on the entrepreneurial process. One of the most accepted definitions is that of Venkataraman (1997, p. 120), who states that ‘entrepreneurship as a scholarly field seeks to understand how opportunities to bring into existence “future” goods and services are discovered, created, and exploited, by whom, and with what consequences’. This means that there is a striving for value creation in a setting with combinations of products, services, processes, media, and/or markets that can be seen as feasible and desirable (Kirzner, 1997; Schumpeter, 1934;

Stevenson and Jarillo, 1990; Wakkee, 2017). The process of entrepreneurship is one of creating value by renewal. The value can be more than just financial gain; for example, it can also relate to other economic, social, and/or sustainable values.

1.4 Crossing organizational sport borders

Relating this overview to sport, it all begins within the home situation in which people grow up. The “oikos” is the sphere of sharing, and the informal, private, and nonprofit way of dealing with one another is based on love and loyalty. The first play and/or sport experiences occur in the family, the kibbutz, or in a tribal situation. Traditionally, and especially in Europe, sport took and still takes place in organizations that are based on solidarity and mutual trust, where likeminded people come together. They become members of a club or association based on their mutual interest and on being of service to one another. Civil society, because of its system of international and national (con) federations, was the traditional place for involvement in sport and was therefore the central coordinating mechanism of sport (nonprofit, private, and formal). At the same time, the government (nonprofit, public, and formal) undertakes sport stimulation programs, makes regulations, and provides services for everyone. In this regard, the general public interest usually takes priority. From this perspective, one can see a relation between the sporting world and physical education (PE) (Kürz, 1993; Söll, 2000; Stegeman, 2000). In addition, a market-oriented perspective exists, based on contract and exchanges, where demand and supply find each other and transactions take place (profit, private, and formal).

Sport is a point of application for many ways of organizing from different perspectives. Pestoff (1998) provides the following overview (Figure 1.3) of these dividing lines: profit versus nonprofit, publicly organized versus private, and formal versus informal organization.

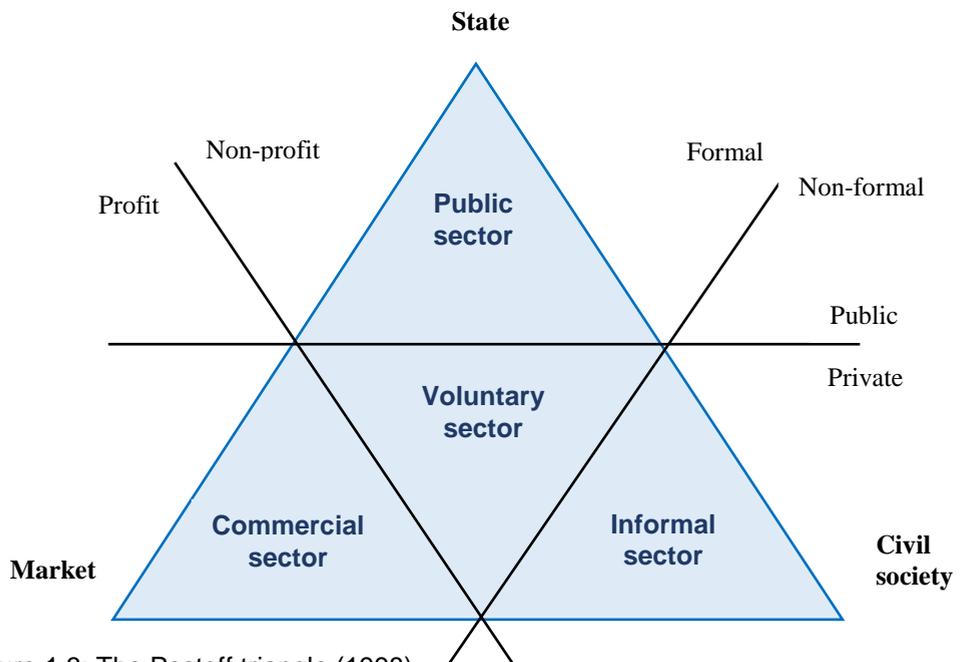


Figure 1.3: The Pestoff triangle (1998)

Based on various developments – as in the case of the sportification of society – nearly all organizations acting in the sporting world undertake initiatives to cooperate with one another. It is therefore clear that different coordinating mechanisms are active next to one another, which means that the dividing lines are fading away. For example, nonprofit and public organizations are working together with private and profit organizations (public-private partnerships). Moreover, it is apparent that formal organizations are looking for connections with informal, non-regular initiatives, and vice versa.

An example of these developments can be found in the fitness culture in Europe (based on Broeke and Hattink, 2013):

More than 40 years ago, “physical exercises without competition” were set in motion in the USA. Entrepreneurs in home training equipment and aerobic lessons based on popular music saw a gap in the market for “becoming fitter, more beautiful, and stronger.” With a bit of good will, everybody could, at a price, become slimmer and more muscular. A mixture of aesthetic slimming ideals and projected health effects formed the basis of the different manifestations of the fitness culture. Many showbiz people, such as film stars and well-known television presenters, played a key role in its popularization. Marketing and advertising campaigns further contributed to making it even more popular. This development was brought to Europe as well. First, there was a fit with the rich middle-class women (aerobics) and later with the big-bellied male managers (jogging). Other groups of society soon followed suit. With the attention on this type of lifestyle, including the associated apparel, this can be seen as an illustration of the de-sportification of sport. In addition to the “old” competitive sports, fitness training developed into an independent discipline. Contrary to the traditional sports club, the providers of fitness training consistently offered their products and services in a customer-orientated and commercial manner. With their flexible type of training, movement programs, and wellness arrangements, they surfed the wave of the times. The solutions to meet needs of the different customer groups were tailor-made. Compared to other sporting disciplines, fitness is seen as easy to learn and modern. Furthermore, fitness is considered to be good for one’s health, individualistic, and a non-exciting action sport (Hover et al, 2012). It created new opportunities that led to more entrepreneurial activities and employment. The development of fitness is presented in Figure 1.4 below:

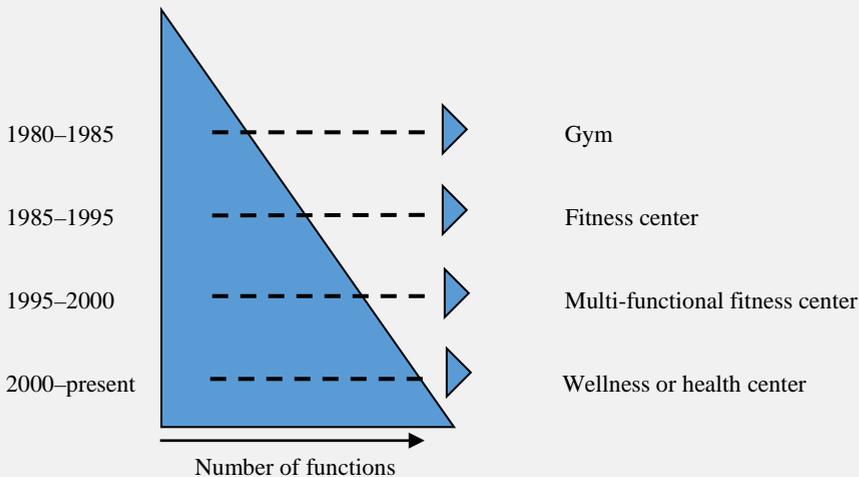


Figure 1.4: Van krachthok naar gezondheidscentrum (From Gym to Health center) (WVB Marketing, 2005)

Developments such as the 24-hour economy, individualism, egocentrism, less spare time, and a higher appreciation for health led to a broader supply with flexible opening hours (Middelkamp, 1999). International companies continued to grow and

made it difficult for standalone fitness centers to exist. Moreover, with high fixed costs for housing and equipment of stationary clubs, fitness centers with owned accommodations made a shift from consumers to larger clubs and centers. This increase in scale led to more professional and efficient ways of managing (e.g., by the use of ICT), thereby decreasing costs and hence lowering the consumer price. Today, large fitness companies in Europe have more than a million members. New concepts are emerging, with a new focus on the needs and new experiences of consumers, for example boutique clubs, which are clubs with a focus on one special activity, such as boxing, yoga, indoor cycling, or high-intensity training. The fitness industry thus became more professional, and branch organizations and unions took care of quality and professional development. Furthermore, there was no such organization as a sport federation for the more traditional sports in Europe. More than US \$ 70 billion is currently circulating in the fitness training industry worldwide. Approximately € 26.3 billion is circulating in Europe, and more than 400,000 people are working within this sector. In the Netherlands, there are approximately 6,000 people working fulltime in the sector, and – next to education and the government – fitness training centers are the third largest employers in the labor market for sport and movement (Hover et al., 2012). In a relatively short time, the fitness and wellness industry has grown into an extensive industry. Seven different types of consumers have been identified in the fitness industry: the enthusiast (“sport makes me happy”), the compensator (“I work hard; I sit and drive my car for long periods, so I need to participate in sport”), the fanatic (“I do fitness training six times a week for 2 hours”), the targeter (“people who look good are successful”), the socialite (“I practice fitness for fun; if it is not fun, then I quit”), the follower (“together with more people it is cozy; chitchats are nice as well”), and the bodyshaper (“a powerful body is the aim”) (Zanten et al., 2010).

To obtain a clear view of who the consumer is and what moves him or her, the use of data from wearables, fitness apps, and customer relation management software is essential. It facilitates more personalized communication with fitness consumers. This helps in continuing the service experience and added value of the experience, even outside the clubs.

A stable growth of the industry is expected (Rabobank, 2012), and new concepts and business models will be developed as a result of heavy competition. Furthermore, traditional fitness clubs will face new players in their market. However, this provides clubs with the opportunity to cooperate with innovative partners who act in the same market. For example, fitness is now offered by hotels, schools, companies, and physiotherapists. This transformation is, however, not without problems. Many fitness training centers are struggling with the changing market conditions, which have caused the competition to increase dramatically and the client to become less loyal. Some companies are therefore struggling to survive.

Modern fitness centers in Europe are cooperating with traditional sports clubs; these fitness centers act as traditional sports clubs, and this is called “fitness 2.0” (Fit!Vak, 2011). For a long time, sports clubs and fitness centers were two separate worlds, whereas nowadays one can see an integration between them. The aim of fitness 2.0 is to encourage and stimulate sporting activity in adults aged 18 years and older who have some health problems by providing a personal sport menu. This menu is

serviced by the local fitness center in close cooperation with other sport facilitators, and fitness training is carried out both on artificial pitches outside and in indoor sport halls. In addition, public places with traditional pitches are surrounded by outdoor fitness equipment: lockers and fitness equipment with a view on the soccer pitch. One subscription is available for all facilities, and it is even possible to work with volunteers in a commercial setting. For example, they take care of the food and beverages and have their social contact in a modern fitness club. This is an example of social and economic value creation under one roof: a combination of profit and nonprofit, private and public, formal and informal. It is not always clear who is in charge of or coordinating this multi-value creation, and perhaps this is not interesting. In any case, it provides space for sport entrepreneurship in a modern way.

1.5 Problem formulation: Towards a sport entrepreneurial ecosystem (SEES) – sport and entrepreneurship in a joint effort

Sport can be seen to be nothing more than another generic business enterprise subject, as some view the sport fitness industry. However, sport can also be viewed as a unique cultural institution. Sport is then considered to be complicated by the fact that it exists in both commercial and not-for-profit forms similar to other cultural services such as theatre, art, music, health care, and education. However, sport also has special features (Smith and Stewart, 2010). While sport and business share a common concern for value creation, branding, funding new resources of revenue, product innovation, and market expansion, sport (especially that related to sport leagues and competitions) is significantly more concerned with beating rivals, winning trophies, sharing revenue, and channeling the passions of both players (employees or business assets) and fans (customers) (Forster, Greyser and Walsh, 2006). In 1999, Stewart and Smith specified 10 distinctive features of sport that they claimed impact upon its management. Later, they (Smith and Stewart, 2010, p. 3) conflated the 10 features to four interrelated dimensions: '1. Sport is a heterogeneous and ephemeral experience mired in the irrational passions of fans, commanding high levels of product and brand loyalty, optimism and vicarious identification. 2. Sport favours on-field winning over profit. 3. Sport is subject to variable quality, which in turn has implications for the management of competitive balance and anti-competitive behavior and 4. Sport has to manage a fixed supply schedule.' These dimensions led them to conclude (Smith and Stewart, 2010, p. 11) that '... Professional sport still has enough idiosyncratic features to justify a customized set of management practices. First, sport

performance is fundamentally unstable, and as a result is in constant need of hands on management in order to engineer a level playing field, and guarantee a minimum level of quality. Second, sport can get away with a number of anti-competitive practices, e.g. the impact of the Bosman-arrest in the E.U. Third, sport players and athletes are put under a level of scrutiny and held up to standards that would not be tolerated in other spheres of commercial endeavor. Finally, the constant rating of players, their perception as income earning assets and the tight constraints that are placed on their behavior and movement between clubs would rarely take place in any other business enterprise or industry.' In this, a focus is placed on competitive (elite) sports. Sports can be defined in a broader range, as stated before; however, for this research, the focus is on competitive elite sports.

Cooperation in sport can lead to multi-value creation, as stated; however, when dealing with sport in competitions and leagues, it might be essential to know these mentioned features. Cooperation and multi-value creation are also the reasons for a number of initiatives in which entrepreneurship linked to sport is encouraged, stimulated, and facilitated. Many sports organizations from the nonprofit sector have a relationship with the for-profit sector, whereby their different value orientations meet, and a partnership between a sports organization and its business club is well known. This partnership has its origin in sports sponsorship, which is defined as the purchase of an association with a sport event, activity, or team (or athlete) in return for the exploitable commercial potential linked to that event, activity, or team (or athlete). It is mostly related to creating awareness, generating sales, and enhancing the brand (Meenaghama 1983; 1991; Otker 1988; Thwaites 1997).

The escalation of sport sponsorship over the last 30 years has triggered research in several key areas, such as the objectives and rationale for sponsor investments, sponsorship evaluation, and the management of sponsorship relationships (Cornwell and Maignan, 1998; Walliser, 2003; Morgan et al., 2014). Moreover, contemporary sponsorship has recently been recognized as a strategic partnership between two organizations (Farrelly, 2010; Renard and Sitz, 2011). To reframe sponsorship within

strategic management discourse, three sponsorship strategies are identified (Demir and Söderman, 2015):

1. Sponsoring as investment: a money transaction to yield returns to society or sport in general (philanthropic) or a money transaction for the alteration of a corporate brand (commercial)
2. Sponsoring as an animation: activities that affect consumers' thinking, memory, and action by activation (the act of putting sponsorship into action or communication that encourages consumers to interact with the sponsor) or collective sponsoring. Joint sponsorship involving multiple sponsors of single events, including individual sponsor activities aimed at an event that attracts many other sponsors who might be industry rivals, as well as competing for the attention of sport event consumers.
3. Sponsoring as a relation: a sponsor-sponsee alliance (in which actors are assumed to coordinate activities and to improve their competitive position and performance by sharing resources and acting as network partners with bilateral relationships) or a dealmaker that settles arrangements, establishes connections between various actors, and negotiates sponsorship deals and contracts.

It has been argued that the strength of the inter-organizational relationship between a sport organization and a corporate sponsor is pivotal for partner satisfaction and longevity of association (Amis et al., 1999; Farrelly et al., 2006). Despite the noted importance of the relationship between sponsor and sport property in much of the sponsorship literature, the character of sponsorship relations and the internal dynamics of sponsor alliances in the creation of value within these partnerships is surprisingly underdeveloped (Olkkonen, 2001; Morgan et al., 2014).

The cooperation between a sports organization and a business is a visible example of "sponsoring as a relationship". It concerns the so-called business club, affiliated with an elite sports organization. This type of organization supplies sponsors with facilities, such as business lounges and skyboxes, which are meeting places for members of various organizations before, during, and after sporting events, in return for financial compensation. Organizations invite clients, partner organizations, and suppliers to

sports competitions to conduct business, and these companies also make contact with one another. Access to such facilities, the sale or rental of seats and meeting places such as skyboxes, and other related activities provide the sports organization with financial means. This also applies to some international sports organizations and events, for example the Holland Heineken House at the Olympic Games. Some local sports clubs also have their own business clubs with local entrepreneurs as sponsors. Business associations can be defined as membership-based institutions with a governance structure independent of a single firm. Such associations may provide a range of collective and individual benefits, and they can facilitate the growth of both economic and social relationships between members. Most of these associations are locally oriented (Bennett and Ramsden, 2007; Newbery et al., 2013). Furthermore, different types of member organizations are identified (Bennett, 1998). Sport business clubs can be categorized as mixed associations, with membership spread across all categories: multinationals, self-employed, and owner-managers of small-to-medium enterprises. They cover a wide range of sectors, including finance, professional and personal services, transport, manufacturing, construction, agriculture, and food processing (Bennett, 1998). A business club in the sports world is affiliated and closely cooperates with an elite sports organization.

It is precisely in the search for value creation that innovative activities take place in partnerships between elite sports organizations and sports business clubs. For example, elite sports organizations now exist that, in addition to a being business club with a focus on existing entrepreneurs, also want to attract young start-up entrepreneurs. These sport organizations are often involved at the highest competitive level in their sport and have a certain reputation in the media. They aim to create added value for themselves and those entrepreneurs (start-up and existing) by initiating a collaboration between a business club (already affiliated with the elite sports organization) and a number of young entrepreneurs.

The young company or start-up may be the main future sponsor for the elite sports organization, and financial benefits are generally the main motive of that organization

with regard to this form of sponsoring. In addition, the existing business club network can expand and seek innovations and new ideas from these young companies and start-ups. This also offers young companies new ways in which to develop. Nevertheless, start-ups do not always use the know-how that others offer them. There are three explanations for this. First, founders of start-ups are often “unconsciously incompetent” and do not realize that they need the supervision and networks of the incubator; they can only evaluate their incubator afterwards. Second, the results of writing a business plan or following a training program are not always immediately visible, and entrepreneurs hence often postpone such activities. Third, many technology entrepreneurs simply do not enjoy working on the “business” side of their start-up; they prefer to immerse themselves in the technology or the product (Van Weele, 2015).

A platform called HYPE Sports Innovation, with thousands of members from different types of organizations (e.g., business, sports clubs, and education) was recently (2017) established. This platform aims to support sport start-up organizations to grow and to create new connections with for example investors and existing sport organizations. In addition, the platform offers a supportive program. Towards the end of 2018, it began this program in close cooperation with the Bundesliga (premier league) professional elite soccer club, 1. F.C. Köln (Cologne, Germany) to facilitate the development of approximately 10 start-up sport organizations. 1. F.C. Köln wishes to support new ideas by offering its know-how, so that the club and the sporting world can benefit as a result. The club seeks to learn from young creative start-ups regarding what the near future will bring (FC Köln, 2018).

One of the domains in Europe that devotes attention to start-up organizations is the so called sports-tech branch. In Europe, more than 1,000 sports-tech companies are in existence, and the invested capital is approximately €135 million (2017). Sport businessmen and entrepreneurs seem to understand that technology and innovation must be at the center of their strategies, and the number of opportunities for young creative companies to participate in the strategic roadmap of large clubs, teams, and

federations has grown significantly. Israel and the USA have set the bar for sports tech, especially since these markets are more mature and provide financing on every level. In contrast, European investors seem to be more traditional, less prone to taking risks, and more demanding. In addition, better connectivity between the sporting world, the investment world, and the techno-world is desirable (Penkert, 2018).

In the Netherlands, certain initiatives have been undertaken (InnoSportNL, Sports and Technology, National Sportinnovation Platform, Sportinnovator.nl and Sport Data Valley) to support entrepreneurship in combination with sport in the government, business, and science triangle at a national level. Initiatives have also been undertaken towards the creation of a network in which innovative companies, government, and sport cooperate to unlock and valorize knowledge, products, and services for clients, governmental bodies, and organizations involved in the development of sport abroad. Furthermore, initiatives at a more sport-specific level also exist. The Royal Dutch Soccer Federation (KNVB), together with a subsidy of the Ministry of Public Health, Welfare, and Sports (VWS), opened a building that could be occupied by existing companies and start-ups, with the requirement that these companies had to be involved in innovations that would benefit Dutch soccer.

In addition, an increasing number of initiatives have been started in the Netherlands at a regional or local entrepreneurial level. In most cases, these initiatives were realized through the existing sponsorship cooperation between a sport organization and its corresponding sport business club. Such cooperation has its origin in the transaction of different types of communication (provided by the sport organization) for a financial contribution (paid by business). In recent years, another aim has been to bring organizations together in and around sport. For example, before, during, and after matches, business lounges or skyboxes provide a meeting place for members of business clubs. Companies take their clients or partners along to a match to enhance business opportunities, and different companies contact one another as well. Sport organizations are therefore able to make some money through entry fees, the sales of seats and meeting rooms such as skyboxes, and other related activities. Moreover,

new and innovative activities take place as a result of this type of cooperation. Sport organizations are now focusing on young entrepreneurial start-ups, in addition to the existing business clubs, and the focus is not only on sport-related start-ups, but also on start-ups in the areas of clothing, technology, agriculture, and services, among others. In most cases, sports clubs are operating at the highest level in their specific sport discipline, and they enjoy some degree of brand recognition in the media. Certain Dutch elite professional soccer clubs are, for example, especially active in these types of initiatives (PSV, Heracles, FC Twente).

In summary, this research focuses on how to create multi values within the triangle of an elite sport organization, the affiliated sport business club, and start-up organizations.

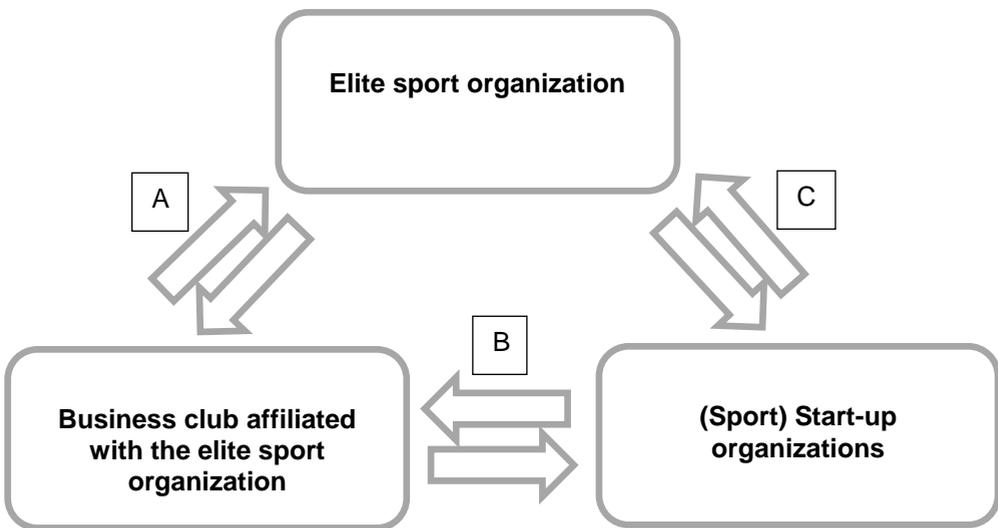


Figure 1.5: Context of this research

The interactions (A, B and C in Figure 1.5) between these parties have a central position:

A: the frequent interaction between an elite professional sport organization and an affiliated sport business club, known as sport sponsoring. This is based on the

transactions and/or exchanges of financial contributions from the business club to the sport organization and of PR, communication, or network possibilities from the sport organization to the sport business club (members).

B: the emerging interaction between sport business club members and start-up organizations. This relates primarily to the transactions and/or exchanges of financial support and network from sport business club members to start-ups. On the other hand, there is the transfer of energy and innovative ideas from start-up organizations to sport business club members. Business-to-business activities and entrepreneurial networks (business, entrepreneurial, and start-up communities) are not common in the sporting world at present.

C: the interaction between elite professional sport organizations and start-up organizations. Transaction or exchanges are still unknown. However, possibilities could be found in some financial and/or service support (in the future) from start-up organizations to elite sport organizations and from PR, communication, or network possibilities of the elite sport organization towards start-ups. This is similar to the relationship between elite sport organizations and affiliated sport business clubs, although the financial support from start-ups does not seem to be that obvious. Perhaps contributions could be made in respect of other aspects (e.g., social, technological).

The European start-up scene has evolved significantly in recent years, and research has begun to demonstrate the increasing economic significance of start-ups (European Digital Forum, 2016). The 2016 Start-up Nation Scoreboard examined the extent to which European Union (EU) countries improved their policy frameworks for developing powerful ecosystems for entrepreneurs, based on the Start-up Manifesto. The results indicated that the Netherlands received the top ranking with regard to the overall adoption of the Start-up Manifesto-driven recommendations. While the country may be geographically small, the number of promising Dutch start-ups seems to be growing every year.

The Dutch start-up scene is one of the most thriving and innovative start-up scenes in Europe. In 2016, Dutch start-ups raised at least €264.7 million in funding. They

received 143 investments, with an average investment amount of €1.8 million (Startupjuncture, 2016). Subsidies and visas for entrepreneurs and start-ups, proximity to the European market, an international business climate, English language skills, and a culture open to innovation are a few reasons the Netherlands is one of Europe's most vibrant start-up hubs. It consists of over 10 innovation hubs, including Amsterdam, which is ranked as the third city in Europe for start-ups (EDCi, 2016). In April 2016, the European Commission even awarded Amsterdam the title of European Capital of Innovation for its strong stance on innovation in governance, economics, social inclusion, and quality of life. In addition to being situated on fertile ground, research from vacatures.nl indicates that the survival chances of Dutch start-ups are also relatively high when compared to other European countries. After 5 years, more than half of the start-ups in the Netherlands are still active, which has resulted in the country being ranked fourth in Europe.

Start-up companies are an attractive point of application to encourage and stimulate entrepreneurship, and many such initiatives in the EU are supported. For much of the past decade, the European Commission held the view that entrepreneurship must be embedded in the education system and that it should be available to all primary, secondary, and tertiary students. This was best highlighted in the Oslo Agenda for Entrepreneurship Education in Europe (2006), which detailed a range of actions that could be taken by various stakeholders. However, many countries still do not have an entrepreneurship education strategy despite the many appeals and evidence-based reports by the European Commission highlighting the substantial benefits of entrepreneurship education for a nation's economy and young people (EU, 2016). For example, there is concrete support for entrepreneurship education in the Entrepreneurship 2020 Action Plan (EU/EC, DG Enterprise and Industry, 2013) and the European Entrepreneurship Education NETwork, which has received funding from the EU's COSME Programme 2014-2020,(EE-HUB-Eim, 2013).

A marked increase has been observed in entrepreneurship education activities in the Netherlands, and this is most often related to the stimulation of start-ups (Startupdelta, 2015). Entrepreneurial houses, venture labs, incubators, hubs, and entrepreneurial

support centers can be found in several cities – in most cases related to universities. All the above facilities assist starting entrepreneurs with their first steps in the entrepreneurial process.

A diversity of students from various fields of education (small business, technology, agriculture, health care, culture, and sport) participate in entrepreneurship education; the traditional job domain for which education trains its students seems to be of secondary importance. Educational programs are also offered for specified domains, including sport. An example is the minor in Sport Business Innovation (SBI) of the Institute for Sport Studies at the Hanze University of Applied Sciences (Hanzehogeschool Groningen, 2015). This minor prepares sport students in the main phase of their study to act in an entrepreneurial way. The program has been awarded a special certificate, namely, “entrepreneurship education,” from the Accreditation Organization of the Netherlands and Flanders (NVAO, 2015). Initiatives are also in place to prepare students and start-ups for entrepreneurship in the sporting world in Amsterdam, Eindhoven, and Arnhem/Nijmegen. These initiatives are in contact with elite professional sport organizations.

The cooperation related to entrepreneurship between the different organizations (elite sport organizations, business clubs, and start-up organizations) is contained in a so-called entrepreneurial ecosystem. This can be defined as ‘A set of interconnected entrepreneurial actors (both potential and existing), entrepreneurial organizations (e.g. firms, venture capitalists, business angels, banks), institutions (universities, public sector agencies, financial bodies) and entrepreneurial processes (e.g. the business birth rate, numbers of high growth firms, levels of “blockbuster entrepreneurship” number of serial entrepreneurs, degree of sell-out mentality within firms and levels of entrepreneurial ambition) which formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment.’ (Mason and Brown, 2013).

A number of other authors also put forward the entrepreneurial ecosystem approach (Isenberg, 2010; 2011; WEF, 2013; Stam, 2014; 2015, Geibel and Manickam, 2015). An entrepreneurial ecosystem is industry-specific or may have evolved from a single industry to include several industries. A well-functioning ecosystem is considered to be important for the ability of a business to innovate and grow (AWT, 2014). The context of this study is the sporting world; therefore, the term sport entrepreneurial ecosystem (SEES) is introduced. An entrepreneurial ecosystem strives for professionalism and the reinforcement of entrepreneurship in which sport plays an important role. Such a system is able to achieve multi-value creation in favor of the cooperating stakeholders in multiplex relations on different/multi levels (individual organization, the SEES, and its local region).

1.6 Research objectives and questions

As mentioned previously, it seems that elite professional sport organizations can be the foundation of an SEES. They tend to create a setting in which the entrepreneurial activities of start-up organizations and existing business organizations can flourish, often with the aim of multi-value creation for all parties involved. The objective of this research is to gain an understanding and knowledge of the way in which different organizations successfully cooperate within an SEES and how they assign sport a distinctive position in such an SEES.

The scientific goal is to gain further knowledge about (the process of) successful cooperation in the triangle of elite professional sport organizations, business clubs, and start-ups. The more practical goal is to identify a set of success factors and/or design principles to create a successful SEES.

Therefore, the central research question is as follows:

What are the essential (f)actors, and how do they interact in an SEES cooperation between an elite sport organization, its business club, and start-ups to support, engage, and stimulate entrepreneurship in creating multiple values with sport as a value creator?

Based on the introduction, the objectives, and the central research question, the following research subquestions have been formulated:

1. What is the “state of the art” of the sport and entrepreneurship combination in academic literature, and is there a development in which an SEES can be placed?

A literature search is carried out for the sport and entrepreneurship combination. Findings are then based on scientific material, and first categorizations specified for the combination of sport and entrepreneurship are made. Based on the categorization(s), sport can be seen as a catalyst for the encouragement or stimulation of entrepreneurship. With reference to the literature, a theoretical framework will be developed in which elite (professional) sport organizations look beyond the borders of their playing field. The following research question forms the basis for such a theoretical framework:

2. How does an SEES differ from other ecosystems, and what roles do an elite sport organization, its business club, and involved start-ups play in an SEES?

A central item is to strive for multi-value creation with the support of an SEES. Several organizations play a role in such a system, and one of these organizations is a sport business club, which is related to a professional sport organization. Such a club has its business club members, consisting mainly of commercial or business organizations. However, local governmental bodies and educational institutes can also be members. In addition to the involvement of these various organizations, other essential (f)actors and processes should exist to start an SEES. These occupy a central position in the following research question:

3. What conditions (input), activities (throughput), and results (output) are relevant for the developmental process of a starting SEES?

In the practice of the sporting world, several initiatives facilitate the development of start-ups and their entrepreneurs. A central item is the necessary means and the way in which these initiatives can be brought together within an SEES.

Based on a number of embedded case studies in the Dutch sporting world in which an elite professional sport organization, a related sport business club, and a start-up sport entrepreneur cooperate, the following are researched: the willingness of those parties or organizations to participate, the reasons they do so, and their roles in an SEES. In this explanatory part of the research, the questions of which and how supporting (f)actors support the cooperation within an SEES are investigated. Based on different conditions, as well as sporting and networking activities, this cooperation seems to create added value in which sport can fulfill a possible positive role.

The following subquestion can therefore be formulated:

4. Which roles of sport as a value creator in processes explain the creation of multi-valued entrepreneurship output in an SEES?

A (potential) actor in an SEES is an educational organization. To valorize the results and conclusions of this study into the entrepreneurial sporting world within the near future, focus is placed on the support of sport-related professional entrepreneurial education. This leads to the following subquestion:

5. What are the essentials of a learning arrangement within vocational education to prepare and support sport professionals in the development and realization of an SEES?

Based on the ongoing process of knowledge development, contributions in supporting entrepreneurship programs for entrepreneurial sport professionals are made with the possibility of creating new SEESs with multiple values. Therefore, attention will be paid to the unique knowledge produced by people (Kessels, 2001). Furthermore, professional sport will become a place for the application and development of knowledge (Vroomans, 2009). Therefore, professionals in sport should learn to be consumers and producers of innovative knowledge (Broeke, 2010).

1.7 Scientific and practical interest of the research

The scientific interest of the research is related to certain fundamental questions pertaining to the uniqueness of sport entrepreneurship as a possible new scientific domain and its demarcation. A contribution can be made to the development of

knowledge in the sport-related disciplines and the business or entrepreneurial disciplines by conducting research from the new perspective of sport entrepreneurship. As a result, a new research agenda can be developed, since the domain of sport entrepreneurship is in the phase of free theory development, similarly to sport management and sport business (Ten Have et al., 2009). In addition to proven insights and analytical knowledge, a certain level of creativity and intuition is important to identify a successful approach or new professional solutions in favor of new professional development. Both sport entrepreneurship and sport business can be considered as part of the broader domain of sport management. Many of the questions and problems of sport management cannot be answered by logical turn-key solutions (Ten Have et al., 2009; Broeke, 2010). However, new insights and relations can be forwarded on the basis of an interdisciplinary and explorative approach. Furthermore, abductively related to this phase of free theory development, a design is developed to support the creation of a successful SEES. In addition, the professionalization of a new domain and its actors is realized by providing a solid foundation.

The practical interest of this research is related to concrete points of application with regard to sport that support the professionalization of entrepreneurs beginning in start-ups. Furthermore, it offers support to elite professional sport organizations and their business clubs to realize an SEES. Based on such a foundation, a greater and more diverse impact can be made on the life of sport entrepreneurial individuals and organizations, facilitated by education.

Various sport-related educational programs are playing an increasingly important role within the complicated world of sport, and entrepreneurship has become a part of that world. In the Netherlands, one of the most recent developments is that approximately 10 bachelor programs at several universities of applied sciences (aimed at professionals in the sporting world with an emphasis on management, business, and entrepreneurship; and/or the social-pedagogical field; and/or health) joined together to create a more generic program called sportkunde or sport studies. This program is aimed at educating students to become professionals in sport, and at present, these

universities are still searching for a suitable scientific foundation on which to build the curriculum.

1.8 Engaged scholarship

Both sport and entrepreneurship have numerous dimensions and characteristics, with a focus on handling processes. These processes are always dependent the context of the interactions. Within this domain of sport entrepreneurship, many stakeholders can be identified, including the following: customers, supporters, or fans; team members; regulators and rule-keepers or referees; leaders, coaches, trainers, or managers; suppliers or journalists; competitors or opponents; and supporting services.

Opinions differ regarding the question as to what constitutes valid knowledge. On the one hand, the positive perspective of context-free general knowledge has long been respected, and based on objective criteria, science has attempted to develop theoretically valid, established general knowledge. The resulting general knowledge obtained in this way can then be applied in practice – “When you do this, that will happen.”

On the other hand, context-bound regulation knowledge obtained through a social constructional perspective is developed, with which “the players” can improve their own practice. Based on inter-subjective criteria, they strive for the co-creation of situational valid knowledge – “When you strive for this in these circumstances, then it is advisable to apply this approach to the problem.”

Within the framework of the knowledge function of colleges, discussion has once again been held about the quality of research and the development of valid knowledge. One concern in this regard is the declining engagement of academia with practice, and not only in relation to sport and education – a point that was raised by Boyer (1996). In addition to the traditional discipline-bound “mode 1 science” (Bunders and Regeer, 2009), there is also room for different forms of problem-bound “mode 2 research.” Depending on the type of problem, different complementary forms of knowledge production, knowledge processing, and knowledge circulation can play a

role in helping to solve strategic practical problems and in renewing professional practice. In this respect, the scholarship of engagement emerged, focusing on the fact that academia should concentrate more on solving real-world problems. This type of scholarship was seen as being able to bridge the gap between theory and practice in management science (Van de Ven and Johnson, 2006). The engaged scholarship methodology was consequently developed for research on complex problems and to create knowledge that advances theory and practice (Van de Ven, 2007).

Engaged scholarship is defined as a ‘participative form of research for obtaining the different perspectives of key stakeholders in studying complex problems’ (Van de Ven, 2007). This approach is designed to work across the theory-practice boundary and – by means of a pluralistic methodology – to advance knowledge by leveraging multiple perspectives. Engaged scholarship is considered to be a research methodology or strategy, and it consists of four fundamental activities: problem formulation, theory building, research design, and problem solving. A summary of these activities and relationship is presented in Figure 1.6.

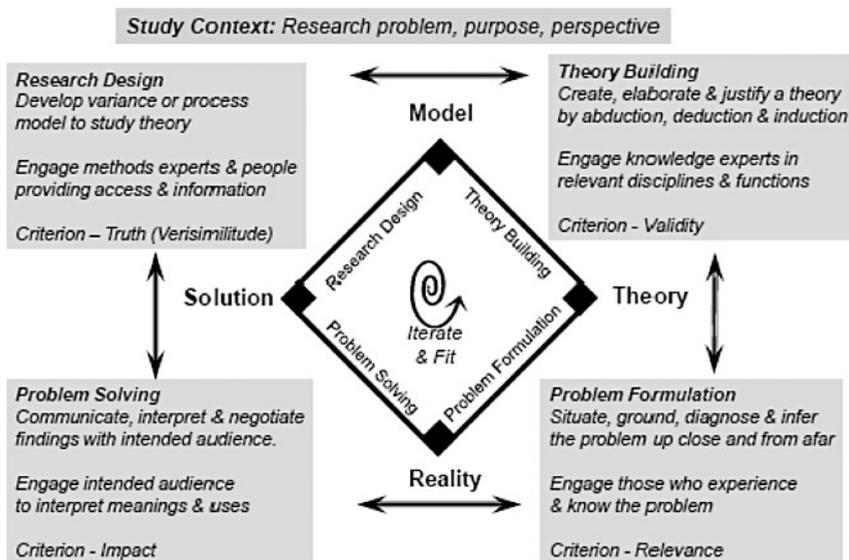


Figure 1.6: Engaged scholarship diamond model (Van de Ven, 2007)

The engaged scholarship position is summarized (Van de Ven, 2010) as follows:

- A real world exists, but our understanding is limited;
- All facts, observations, and data are theory-laden;
- Social science has no absolute, universal, error-free truths or laws;
- No form of inquiry can be value free and impartial;
- Knowing a complex reality demands use of multiple perspectives;
- Robust knowledge is invariant (in common) across multiple models;
- Models that better fit the problems that they are intended to solve are selected, producing an evolutionary growth of knowledge.

In this study it is not about searching for universal statements in general; rather, it is about searching for possible solutions in a specified system. The basis is to offer some inspiration and find possibilities that have not yet been discovered. In entrepreneurship as well as sport, new combinations and opportunities are searched for. The emphasis is placed on the usefulness of the research; results for the relevant sport and business community. It is important to voice doubts from a traditional scientific point of view; in a dialogue, the study always deserves nuance.

The viewpoints of a theoretical researcher and a practice-based researcher differ. Theoretical scientists first question whether their research results are valid, then whether they are important, and finally if they are useful in practice. This is done in relation to the pursuit of evidence-based practice. However, more business-oriented researchers strive for practice-based evidence. They first question whether their results are useful, then if the acquired knowledge is important, and finally if it is sufficient and valid (Tavecchio and Gerrebrands, 2012).

In sport as well as in entrepreneurship (and without doubt in the combination of the two), there is a continued dynamic and a focus on results and values. Therefore, an engaged scholarship position is taken in this research, as described and explained in more detail in Chapter 4.

Related to Figure 1.6 in **Chapter 1**, the study context of this research is described, along with the problem formulation. **Chapter 2** contains a literature review of the

combination of sport and entrepreneurship, answering the question about the state of the art in academic literature. Then, in **Chapter 3**, theory building takes place in relation to an SEES, which leads to a process model of an SEES that relates to research question 2. Based on this process model, a research design is developed and described in **Chapter 4** that forms the basis for answering research questions 3 and 4. In **Chapter 5**, the results of the empirical and practical research are presented. The relevant conditions, activities, and results of several SEESs and the role of sport in each system are described. In **Chapter 6**, the cross-case analysis of the cases (Chapter 5) is presented. Thereafter, **Chapter 7** continues with a practical study of the essentials for a learning arrangement within vocational education to prepare and support sport professionals in the development and realization of an SEES. This guidance also forms a response to the last research subquestion 5. Finally, in **Chapter 8**, problem solving solutions are formulated related to the central research question, and a reflection on the research processes and products is provided. At the end of Chapter 8, the scientific and practical value of the study is described. The overview of this research in schedule and related to Figure 1.6 can be found in Figure 1.7:

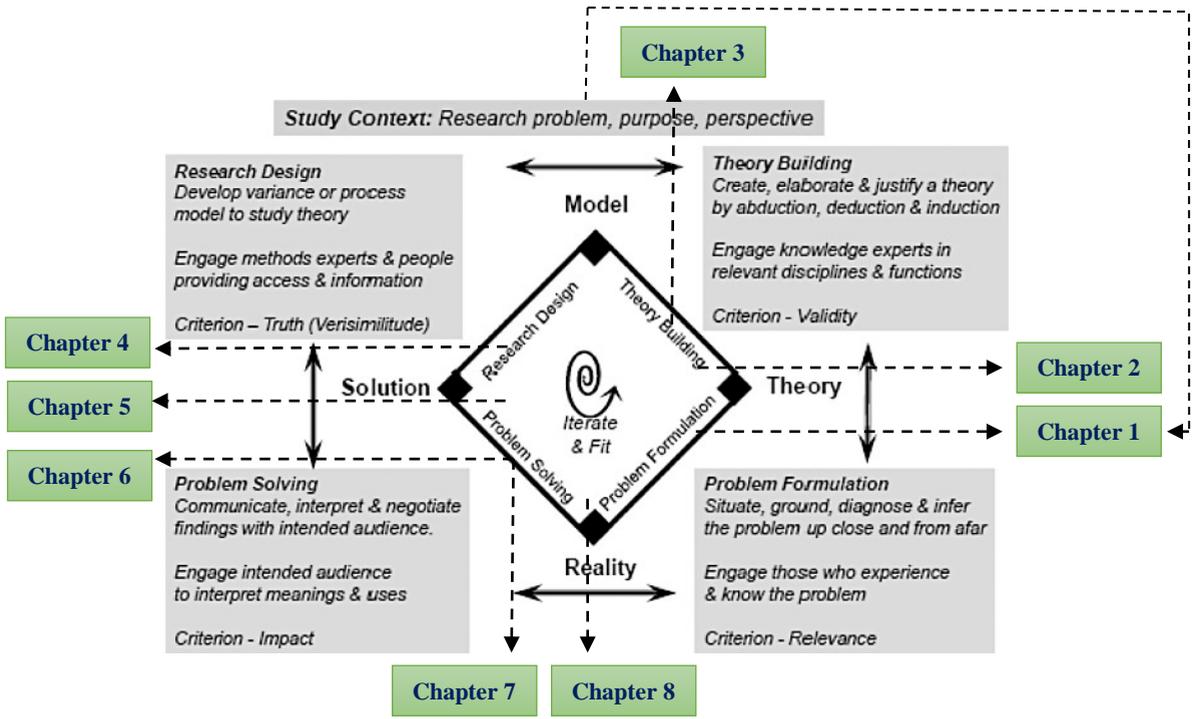


Figure 1.7: Research framework of this study

Chapter 2: A literature review of sport entrepreneurship

This chapter is based on the following article published in the double-blind, peer-reviewed Dutch Journal: *Vrijetijdstudies* (Leisure studies): *Hattink, B., (2018)*

Sportondernemerschap, een oriëntatie op een nieuw domein, Vrijetijdstudies 36 (1), pp. 19 – 32.

2.1 Research objective and question related to sport and entrepreneurship

Sport was introduced in the previous chapter from different perspectives. It is viewed as a special domain with special features in its management and business: it is highly heterogeneous and deals with the irrational passion of many stakeholders; the winning or result of a sport performance (mostly open, highly visible, and measurable) might interfere with a money or profit orientation; in matches and competitions, sport is a subject of variable quality (coincidences and luck often play a major role), and there is a need for competitive balance, since competitors in matches need one another; and, especially in matches and games, there is a fixed supply schedule (Coyle, 2002; Smith and Stewart, 1999; 2010).

As a result of developments and changes in the sporting world, as described in Chapter 1, people with entrepreneurial skills are recognizing opportunities to create added value in that world with innovative and effective business and earning models (Broeke, 2010; Ratten, 2011). This makes sport entrepreneurship a newly introduced term. Moreover, many authors believe that sport entrepreneurship needs to be more effectively conceptualized and that it requires its own body of knowledge to be built up (Ciletti and Chadwick, 2012; Hardy, 1996; Ratten, 2012; Santomier, 2002).

In responding to this need, the following literature review provides an indication of what academic publications on sport entrepreneurship have appeared to date. The objective is to arrive at a preliminary categorization of sport entrepreneurship and thus make a contribution to the development of what can be regarded as the domain of sport entrepreneurship. The review investigates whether the special features of sport outlined in the first section justify a special domain. Therefore, the research question

to be answered is as follows: What constitutes the concept of sport entrepreneurship, and what types of structures and fields of interest can be distinguished within this concept? In answering this two-part question, the “state of the art” related to the combination of sport and entrepreneurship in academic literature is described, and a category may be found in which the initiatives of the design and development of an SEES can be placed.

2.2 Methodology of the literature review

A literature review was undertaken to provide a broader understanding of the notion of sport entrepreneurship. At the beginning (Q1) of 2017, all the peer-reviewed articles published in leading sport, management, and entrepreneurship journals with the primary topic of sport entrepreneurship were identified and analyzed. A search was performed for the following combination of English terms, without placing any limits on the time period: sport(s) entrepreneurship, sport(s) entrepreneur, sport(s) enterprise and sport(s) venture. The following databases were used in the search process: ACM Digital Library, ACS Publications, Cambridge University Press, Directory of Open Access Journals, EBSCO (Business Source Premier, E-journals, ERIC, Host, Sportdiscus), Emerald, and Google Scholar. In addition, the database of the library of the Deutsche Sporthochschule Köln (German Sport University Cologne) was also utilized, as it possesses the world’s largest collection of scientific, sport-related literature.

The following criteria were used by two researchers to decide whether to include or exclude an article:

- The article contains references to the concept of sport entrepreneurship or a combination of sport and entrepreneurship; therefore, general concepts such as sport business and sport management are excluded. Specific sport domains (e.g., basketball, soccer, judo, cricket, and boxing) were not used as search terms; however, when these appeared, they were included.
- Sport is dealt with as the main, unique topic in the article; in other words, sport is not a simplified part of a broader domain. Therefore, functional domains such as retail, technology, leadership, hobbies, culture, and art are excluded.

-The article can be understood by a person who does not have any specialized knowledge of the topic.

To identify the current situation, four steps were followed. They are clarified in Section of 2.3 in which the results per step are presented and discussed. The steps are as follows:

1. The identified articles were categorized into the various research domains, using the domains employed by Busenitz et al. (2003) and listed in Table 2.1.
2. Thereafter, the characteristics of each article were identified. A subdivision was made into conceptual and empirical articles, using the structure adopted by Short et al. (2009) as set out in Table 2.2.
3. Next, on the basis of their content, the articles were divided into the research movements of entrepreneurship, as identified by Fletcher (2013) and described in Table 2.3.
4. Finally, an overview of the themes that arose most frequently was undertaken to identify further research opportunities; use was made of the theme structure employed by Gras et al. (2010), as can be seen in Table 2.4.

2.3 Results of the literature review

As stated in Section 2.2. on the methodology, several databases were searched for articles dealing with sport entrepreneurship. With the use of the aforementioned search terms, approximately 150 articles were found from 30 different journals, most of which were related to entrepreneurship. After the criteria for inclusion and exclusion were applied, 55 articles remained.

2.3.1 Research domains

Table 2.1 presents the absolute and relative number of articles placed within a domain. The distribution between primary sport-related journals (those with the terms “sport” or “movement” in their title, such as movement sciences, sport management, and sport marketing) and non-sport-related journals (the remaining domains) was 21% versus 79%. The non-sport-related journals related primarily to economy or entrepreneurship and management (65% of the total number).

Table 2.1: Domains (and journals) in which sport entrepreneurship research is published

Domains	Number published (percentage)
Social (sociology, history, or psychology) <i>European Review, Healthy Lifestyles Journal, Journal of Cultural Research, Journal of Historical Sociology, Journal of History, Social and Behavioral Sciences, Sociological Focus, The Sociological Review.</i>	8 (14%)
Entrepreneurship <i>Int. Entrepreneurship and Management Journal, Int. Journal of Entrepreneurship and Small Business, Int. Journal of Entrepreneurial Venturing, Int. Journal of Social Entrepreneurship and Innovation, Journal of Small Business and Entrepreneurship, New England Journal of Entrepreneurship, Strategic Entrepreneurship Journal.</i>	8 (14%)
Management (marketing), business administration, or economics <i>Academy of Management Journal, Academy of Management Review, Academy of Strategic Management Journal, Administration and Society, Asian Business and Management, Int. Journal of Academic Research in Business and Social Sciences, Journal of Business and Management, Journal of Business Excellence, Journal of Business and Industrial Marketing, Journal of Management and Organization, Journal of Research in Economics and Management, Journal of Strategic Marketing, Mustang Journal of Management and Marketing, Qscience Connect, Thunderbird International Business Review.</i>	28 (51%)
Sport management (marketing) <i>European Sport Management Quarterly, Sport Management, Sport Management Review</i>	3 (6%)
Movement sciences <i>Journal of Movement Sciences</i>	1 (2%)
Sport general (physical education, tourism) <i>Annals of Applied Sport Science, Int. Journal of Sport Studies, Journal of Sport Sciences, Journal of Sport and Tourism, Leisure Studies, The Sport Journal, Research of Sport Sciences</i>	7 (13%)
	55 (100%)

2.3.2 Research characteristics and content

The next step involved identifying the characteristics of the articles found. Of these 55 articles, 16 (29%) could be categorized as conceptual, while 39 (71%) could be regarded as empirical. The conceptual articles were examined on the basis of their research purpose and use of formal propositions or hypotheses, while the empirical articles were coded for use of formal propositions or hypotheses, research method, and data collection. The results of the content analysis are presented in Table 2.2.

Table 2.2: Characteristics of conceptual and empirical articles on sport entrepreneurship

	Count (percentage)
Conceptual articles (<i>N</i> = 16)	
Purpose	
Descriptive	12 out of 16 (75%)
Explanatory	4 out of 16 (25%)
Predictive	-
Use of formal propositions	-
Empirical articles (<i>N</i> = 39)	
Use of formal propositions or hypotheses	2 out of 39 (5%)
Qualitative methods	
Case study	16 out of 39 (41%)
Grounded theory	1 out of 39 (3%)
Discourse analysis	1 out of 39 (3%)
Interpretive	4 out of 39 (10%)
Quantitative methods	
Descriptive statistics	11 out of 39 (28%)
Correlations	4 out of 39 (10%)
Regression	2 out of 39 (5%)
T-tests	-
Method not specified	-
Data collection	
Interviews	13 out of 39 (33%)
Secondary data	16 out of 39 (41%)
Surveys	12 out of 39 (31%)
Observation	3 out of 39 (8%)
Not specified	1 out of 39 (3%)

Articles are coded into more than one category, if applicable, and the total is therefore greater than 100%.

To date, the focus has been on describing and explaining the concept of sport entrepreneurship, which is related to a variety of aspects (e.g., retail, technology, and social issues). However, predicting issues of and around sport entrepreneurship has yet to be addressed. An unambiguous perspective of sport entrepreneurship is lacking at present; for example, the author who has published most extensively on sport entrepreneurship has examined the topic from many different perspectives, such as management (Ratten 2010; 2012), marketing (Ratten, 2011), social entrepreneurship (Ratten 2011), and commercial entrepreneurship (Ratten, 2012).

As with the development of the domain of sport management, there also appears to be tension within sport entrepreneurship between the specific sport disciplines, for example between movement sciences and physical education and the more business-oriented disciplines such as management and marketing (Borgese, 2010; Jahromi and Rahbari, 2013; Naia, 2013). Articles found in other scientific domains (sociology, history, and psychology) are diverse; they use sport as a field of application or as a metaphor, and they do not go into depth or focus specifically on sport entrepreneurship.

The term “sport entrepreneurship” is hardly encountered in the specifically sport-related literature. The commercialization process also receives relatively little attention in this literature, whereas in the case of many social aspects of sport, established relationships exist with commerce (Slack, 2014). Furthermore, a number of articles support these relationships – mainly practical studies that deal with social renewal, social innovation, and social impact, where sport fulfills the role of a catalyst (Cohen, 2015; Ehsani, 2013; Patterson, 2011). Most of the specifically sport-related articles place emphasis on the value and importance of an EO of sport professionals in existing companies for the survival of these organizations in a changing and dynamic world (Borgese, 2010; Farahani, 2007; Farid, 2009; Jahromi, 2013; Mohammed, 2012). In addition, several articles address entrepreneurship within sport tourism. These articles state that the world of tourism is characterized by continuous change and disruption, and that it is dominated by commercial entrepreneurs who regard the

sporting world as a niche market and offer, for example outdoor activities, and trips and packages related to sporting events (Kurtzman, 2005; Saayman, 2003).

The search term “sport entrepreneurship” can be found in only a small number of articles in journals relating to economics, entrepreneurship, and management. Ciletti and Chadwick (2012) have referred to the sport historian Hardy (1996), who described sport entrepreneurship as a lens through which one can analyze sport or sport research. Furthermore, Ciletti and Chadwick have referred to Santomier (2002), who argued that “opportunities” exist for entrepreneurs in the sports world, but that they are highly undervalued. Ciletti and Chadwick – following Ciletti and Ratten (2009) – have referred to the aspects of innovation, risk-taking, and proactivity as elements that connect entrepreneurship and sport. Ratten (2012, p. 66) has made the connection between sport and entrepreneurship by linking entrepreneurship and the sports context and using the term “sports entrepreneurship”: ‘Sports entrepreneurship can be described as the mindset of people or organizations actively engaged in the pursuit of new opportunities in the sports context.’ Aspects of the EO and mindset make the link between sport and entrepreneurship at an individual level; however, this is only one dimension. In the next paragraph, the focus is on more dimensions, which are named “movements.”

Particularly in journals dealing with economics or entrepreneurship and management, one finds discussions about what makes sport entrepreneurship distinctive. Therefore, the following research movements of entrepreneurship, as described by Fletcher (2013), are discussed and related to those articles that contained the term “sport entrepreneurship”:

- i) characteristics and individual traits of entrepreneurs: the person doing the “entrepreneurial” (the EO and mindset as stated before);
- ii) the entrepreneurial identity: to express developing visions, ideas, and ambitions;
- iii) the organization (processes and systems) of entities and enterprises: persons with a focus on entrepreneurial goals and objectives in the context of an

- organization;
- iv) the social conditions: the entrepreneurial climate and scientific foundations regarding new enterprises and entrepreneurship;
 - v) the entrepreneurial process: characteristics of entrepreneurial activities (mostly in interaction).

Categorizing the 55 identified articles into these five movements leads to the overview presented in Table 2.3 below. It is clear that there are various perspectives on sport entrepreneurship.

Table 2.3: Movements in sport entrepreneurship

Movement	Amount absolute (percentage)
i The entrepreneur	12 (22%)
ii The entrepreneurial identity (language and discourse)	1 (2%)
iii The organization, enterprise, or entity	6 (11%)
iv The social conditions or entrepreneurial climate	5 (9%)
v The entrepreneurial process	23 (41%)
Uncoded	8 (15%)
	55 (100%)

With regard to the characteristics and individual traits of entrepreneurs (i), a link is often made between the personal habits of an entrepreneur and those of a competitive elite athlete. Both seem to have the characteristics of an EO (Azimzadeh, 2013; Neergard, 2012; Silver, 2015). In several articles, the search for what sport entrepreneurship is or should be is explicit. For example, Ciletti and Ratten (2009) have mentioned that the characteristics of sport seem equal to those of entrepreneurship. A specific relation is found in an orientation towards results, competition, and initiative, all of which have a link with the EO. This concept has been introduced by Miller and Friesen (1982) and relates to an entrepreneurial mindset or attitude (Covin and Slevin, 1988; Lumpkin and Dess, 1996; 2001; 2005; Miller and Friesen, 1982; Wiklund and Sheperd, 2003). For individuals and companies, this means strategy-developing processes and styles that contribute to entrepreneurial activities within an organization (Chaston and Sadler-Smith, 2012). In defining an EO, five main elements are distinguished: desiring to be innovative, daring to take risks,

being proactive by acting with the near future in mind, being able to act autonomously, and having a tendency to act aggressively with competitors.

Based on Table 2.3, it appears that the movement relating to entrepreneurial identity (ii) has barely emerged. It seems to be an unexplored aspect in sport (Fauchart et al., 2012).

With regard to the organization (iii), certain articles identify a connection between a specific sport (e.g. basketball, baseball, or cricket) or a case study of a sport organization and matters relating to human resource management (motivation, performance management, and/or social contacts) of and within an organization (e.g. Berman et al., 2002; Cotton et al., 2011; Wright et al., 1995). In addition, topics of research include the commercial or social impact of an organization on society (Terjesen, 2007; 2008), as well as the relations that exist with social enterprises (Almarri et al., 2013; Ratten, 2011).

With regard to the social conditions or entrepreneurial climate (iv), a relationship with historical socio-cultural aspects is generally established (e.g. Lomax, 1998, Patterson et al., 2011).

A relatively large number of articles have addressed the entrepreneurial process (v) , often seeking connections with current management and entrepreneurial theories at a conceptual level (Amis et al., 2004; Ratten 2011; 2012). Many definitions of entrepreneurship can be found in the literature (Cunningham and Lischeron, 1991). As already stated in Chapter 1, the definition used in this research is one of the most accepted definitions – and one that represents the meaning of entrepreneurship in the various articles –by Venkataraman (1997; p. 120), who states that ‘... entrepreneurship as a scholarly field seeks to understand how opportunities to bring into existence “future” goods and services are discovered, created, and exploited, by whom, and with what consequences’. This means that there is a striving for value creation in a setting with combinations of products, services, processes, media, and/or

markets that can be seen as feasible and desirable (Kirzner, 1997; Schumpeter, 1934; Stevenson and Jarillo, 1990; Wakkee, 2017). The process of entrepreneurship is one of creating value by renewal, and the value can be more than simply financial gain; for example, it can also relate to other economic, social, and/or sustainable values. In a number of articles, the term social sport entrepreneurship has specifically been discussed (Gilmore et al., 2011; Ratten, 2011; Schwirian et al., 2001). This is therefore somewhat different from more traditional definitions that focus on starting and managing a company at one's own risk and expense.

Furthermore, the articles in this movement have linked sport to the process of entrepreneurship in different ways, which are categorized in a manner not previously encountered in the literature. This may provide a concrete handle for the determination and focus of "sport" in sport entrepreneurship. The following categorization deals with the role of sport in relation to the core process of entrepreneurship:

- as a leading activity in the supply of product and services;
- as a supporting element in the supply of product and services;
- as an objective that is facilitated or optimized;
- and as a catalyst to support and make activities of entrepreneurs possible.

When sport is a leading activity with regard to supply, the entrepreneurial process has a direct link with sporting consumers. The primary process of the entrepreneur or enterprise is concerned with customers or clients actively participating in sport (e.g., soccer, outdoorsport, swimming, and running). At an organizational level, examples of these types of organizations include fitness centers, sports clubs, commercial sports teams, and soccer academies. These types of businesses fall into the category of "entrepreneurship in sport."

Sport can also support the core process of an entrepreneur or enterprise, such as the marketing of products and/or services. The customer does not pay to actively participate in sport, but can be part of the sporting world in another way – as a

supporter or visitor at a sporting event, for example. These types of businesses are grouped into the category of “entrepreneurship with sport.” This category applies to sports media, entrepreneurial organizations that use sport to market a city, organizations with a focus on sport tourism, or those who advise customers or clients on participating in sport for a positive health purpose (lifestyle advisers). This category also includes activities related to e-sports or the sport betting industry.

The primary focus of the businesses in the third category is on the coordination of resources and facilities to make the sport possible: arranging accommodation and managing sporting materials, clothing, or technology. Sport intermediators and sports agencies fall into this category, which is called “entrepreneurship for sport.” This category also includes entrepreneurial sport consultancies and sports research institutes, since these organizations create conditions to facilitate active sporting processes.

The last category, “entrepreneurship through sport,” is related to the role of sport as a catalyst to connect entrepreneurial parties who wish to start businesses and new entrepreneurial processes. For example, this category could include a business club related to a top sporting organization that organizes “business-to-business” activities. It is therefore possible to distinguish four combinations of entrepreneurship and sport: entrepreneurship in sport, entrepreneurship with sport, entrepreneurship for sport, and entrepreneurship through sport. The research group has not always been clearly described in the articles that were studied. The entrepreneurs or organizations have instead been regarded as one large group of sport entrepreneurs or enterprises. For example, sports retail entrepreneurs (entrepreneurship for sport) are aligned with the entrepreneurs of a fitness club (entrepreneurship in sport). There are also conceptual articles about entrepreneurship and sport, without further specification in relation to sport; in such cases, a categorization is not possible. All the movements presented in Table 2.3 can be approximately equally divided over these categories, and entrepreneurship in sport scores the highest in all movements. However, it also appears that entrepreneurship through sport hardly receives any attention in the

literature (see Table 2.4). Crosstabs of the different categories are not included, since they would provide a large spread with relatively few numbers, thereby having little added value.

Table 2.4: Categories and scores in the domain of sport and entrepreneurship

Category:	Amount absolute (percentage)
Entrepreneurship in sport	20 (36%)
Entrepreneurship with sport	7 (13%)
Entrepreneurship for sport	11 (20%)
Entrepreneurship through sport	1 (2%)
More than one category / not possible to categorize	16 (29%)
	55 (100%)

2.3.3 Themes for future research

The final step in this process was based on the theme structure of Gras et al. (2010). A content analysis was performed on the final sections of the articles to establish which future research themes were mentioned. Diverse themes emerged, as reflected in Table 2.5. The indication of more than one theme per article was also a possibility.

Table 2.5: Categories and scores of dominant future research themes

Individual characteristics	10	Effectiveness or performance	2	Policies and practices	1
Social support and networks	8	Opportunities	2	Financing or funding	1
Collaborating	6	CSR and ethics	2	Resources	1
Social and economic impact	5	Change and adaption	2	Missions and goals	-
Firm characteristics (HRM)	4	Strategy (incl. leadership)	2	Institutions	-
Business models and organizational forms	3	Local and national communities	2	Motivation	-
Governance	3	Government and public policy	2	Stakeholders	-
Innovations	3	Sustainability	1	Conflict and competing goals	-
Contexts – general	3	Measurements and definitions	1	Other*	6

*Other: Reference is made in particular to facilitating, supporting, and teaching start-ups (4) and the international dimension (2) as areas of further research.

A broad range of possible research domains emerged. The relatively significant connection between sport and the social component within sport entrepreneurship is a theme that emerged frequently – as can be seen in the top three recommended research items:

1. Individual characteristics of a sport entrepreneur
2. Social support and networks
3. Collaborating

Both sport and entrepreneurship have several dimensions in the value-creation process. This could give rise to further research in which the social and commercial values of sport and entrepreneurship are blended together in sport entrepreneurship. Attempting to co-create multiple new values in, with, for, and through sport may be a central issue related to sport entrepreneurship in the near future. In doing so, an interpretation could be given to a multidisciplinary approach with empirical evidence

(Ratten, 2012). Within the literature, one finds a development towards the possible bridging of the apparent contradiction between the creation of economic profit and social profit (De Brabander, 2009). This would also mean a reduction in the tension between the ambitions and approaches of traditional not-for-profit (civil society) and nonprofit (governmental) sport organizations and the profit-oriented sport organizations in Europe. This means that there would be an impulse to cooperate in new ways, and sport could be an ideal breeding ground for creating such connections (Duijvestein and Kattenberg, 2004; Westerbeek, 2010).

2.4 Conclusion and discussion

As stated in Section 2.1, many authors have argued for a conceptualization of sport entrepreneurship and the development of a body of knowledge relating to the concept. Sport entrepreneurship in literature relates primarily to the domains of economics, entrepreneurship, and management. Most of the research undertaken has been empirical and has made use of many case studies. Both entrepreneurship and sport can be regarded as having developed along a certain course; however, this development has occurred in opposite directions. On the one hand, entrepreneurship as a field of research and education had its origins in the business and economic sciences, but is now a subject of interest in the social sciences as well. On the other hand, sport was originally studied as a social phenomenon, with its roots in the nonprofit and not-for-profit sector. Today, it is moving away from the social sciences and capturing the attention of the business and economic sciences.

Based on the results of this literature review – which revealed a limited number of articles, a large diversity in perspectives and dimensions, and a need for further research – it can be said that sport entrepreneurship with its body of knowledge is still in its infancy.

To date, sport entrepreneurship has been a combination of several disciplines and can distinguish itself through this unique combination – a combination that provides a breeding ground for multi value creation and thus has the potential to provide substance to an interdisciplinary approach to sport entrepreneurship (Ratten, 2012).

As a specified opportunity for sport entrepreneurship, and given the number of mutual relationships that exist in both the sport-specific and the entrepreneurship-related journals, a connection with social entrepreneurship is evident. Sport is regarded primarily as a social phenomenon that can create diverse values (e.g., pleasure, vitality or well-being, jobs, financial benefits, education, and integration).

Within the entrepreneurial process relating to sport, it is possible to view sport in terms of the various different roles that it plays. With regard to the previously described need to conceptualize sport entrepreneurship, a contribution can be made by identifying categories of entrepreneurship in, with, for, and through sport. This categorization allows the domain of sport entrepreneurship to be more clearly framed for both education and research. This would, for example, facilitate and make more comprehensible a discussion on whether sport entrepreneurship should be limited to entrepreneurship in sport, while initiatives around designing and developing an SEES can be seen and categorized as an elaboration of entrepreneurship through sport.

Chapter 3 Entrepreneurship through sport

3.1 Introduction

The aim of this chapter is to provide a theoretical concept drawing on the scientific sports literature as well as the literature on entrepreneurship. The resulting theoretical model serves as the basis for the research. Supporting the way in which an elite professional sport organization can provide substance to “entrepreneurship through sport” can make entrepreneurship possible in, for, and with sport, as well as outside the sport itself in order to realize multi-value creation. To date, this connection between sports and entrepreneurship has hardly been made. This means that there is freedom to create such a connection. In establishing a theoretical basis it is important to translate the theoretical concept into theoretical constructs (i.e., elements that have a place in the concept, each of which can then be translated into coherent variables).

To explore how such cooperation can give rise to entrepreneurship through sport, this collaboration is developed into a systemic approach: an SEES, which is a theoretical framework in which conditions, activities, mechanisms, and outcomes are inventoried and analyzed.

3.2 A social system approach

As outlined in Chapter 1, sport has changed over time and is increasingly at the center of public interest. Traditional sports organizations have not been able to respond quickly enough to developments in society, and new entrepreneurial and more commercially oriented sports organizations (including fitness centers, outdoor sports organizations, sports events agencies, and commercial sports teams) have been established to meet the new demands of sport. Organizations with public and political areas of interest and a focus on welfare, integration, and public health have viewed and continue to view sport as a possible starting point and a means through which to realize their own goals. This has meant that traditional organized sport (structured as a pyramid) has been split into a number of sport subsystems (Bette, 1989; Crum, 1992). The internal differentiations within sports led to the formation of various sport models with room for all viewpoints and motives that were excluded by the binary

nature of older traditional sport systems (Digel, 1990, Crum, 1992, Scheerder et al., 2013). This development was explained on the basis of Parsons' (1951) theory of social differentiation in which social developments are understood from the perspective of the principle of an increase in the capacity of social systems to adapt. Every social system should strive for such growing capacity, caused by the differentiation of the system into subsystems. A social system can be seen as a cooperative set of actions and communication, and sport can be seen as such a social system (Cashay, 1988; Bette, 1989; Crum, 1992).

Parsons (1964) offers the following basic definition of a social system:

'...A social system consists in a plurality of individual actors interacting with each other in a situation which has at least a physical or environmental aspect, actors who are motivated in terms of a tendency to the 'optimization of gratification' and whose relation to their situations, including each other, is defined and mediated in terms of culturally structured and shared symbols' (Parson, 1964, pp. 5-6).

As with sport, entrepreneurship research (especially focused on entrepreneurial processes) is also inspired by the system theory (Groen, 2002; 2008). The definition of entrepreneurship as a process, as mentioned earlier in Chapters 1 and 2, consists of the following three phases:

1. Recognizing or creating an opportunity for value creation
2. Converting this opportunity into an executable concept
3. Putting the concept into operation in a (growing) organization

(Venkataraman, 1997; Shane and Venkataraman, 2000; Van der Veen and Wakkee, 2004; Groen, 2005).

The starting point of the assumption set is that entrepreneurs act purposefully in interaction with other actors (Granovetter, 1985; 1992). Exchanges in a living system – such as the combination of sport and entrepreneurship – take place on multiple levels. Therefore, a multi-level and multi-dimensional analysis of interaction processes is required.

Four mechanisms are embodied in the definition of a social system: 1. striving for the attainment of a goal, 2. optimization of processes, 3. maintenance of patterns of culturally structured and shared symbols, and 4. interaction between actors. Based on this approach and these mechanisms, a four-dimensional mechanistic framework was developed from a system model perspective to study entrepreneurial processes. Within this framework, it is assumed that the mechanisms generally work at different aggregation levels: from an individual actor to a society. This is a multilevel or multidimensional approach that explains the actions of entrepreneurs in the three phases of the entrepreneurial process. Furthermore, the framework enables predictions and designs for interventions in those processes to be made (Groen et al., 2002; Groen, 2005; Kirwan et al., 2006; Groen et al., 2008; Heuven and Groen, 2012). Four types of mechanisms (also called capitals or elements) must be performed well together to achieve a successful entrepreneurial process, see the model in Figure 3.1.

The mechanisms are as follows:

I Strategic mechanism or scope. This involves the setting, pursuing, and attaining of goals. First, the goal orientation is reflected in entrepreneurial strategies aimed at creating possibilities and exploiting them successfully. Second, the EO (Covin and Slevin, 1991; Lumpkin and Dess, 1996) determines the ambition level and scope of the entrepreneurial action. Finally, strategic capital relates to the power, authority, and influence of the actors involved.

II Economic mechanism or scale. This involves striving for more efficiency in the execution of actions. The efficient exchange of goods and services is a central process in the economic dimension.

III Cultural mechanism or skills. This entails building and maintaining an effective pattern of behaviors. It also involves cultural capital, which relates to experience and knowledge accumulation, cultural and symbolic values, and the way in which current processes are maintained.

IV Social mechanism or social. This involves interacting and exchanging with others, so that alignment with the other three dimensions can be achieved. Integration falls

under this mechanism. Here, social capital refers to available relations and network positions in a network structure.

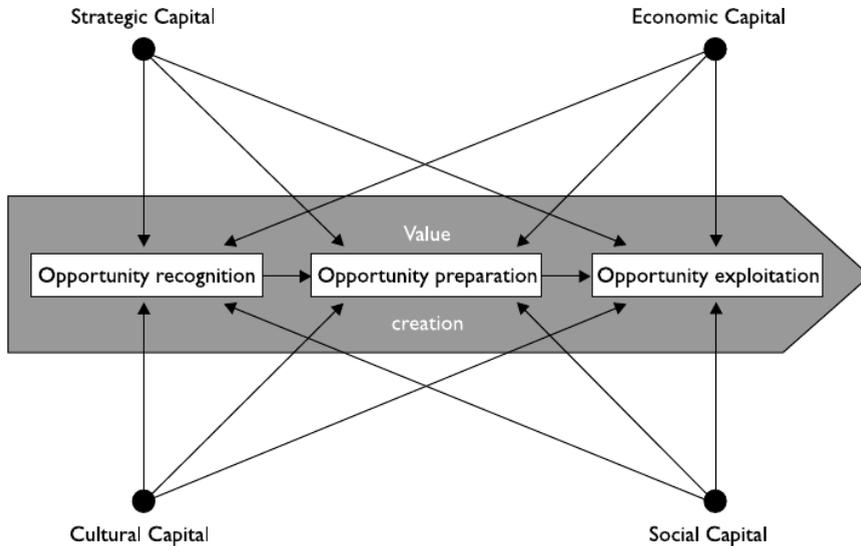


Figure 3.1: The 4S model – scope (strategic), scale (economic), skills (cultural), and social (Groen, 2002; 2005)

All four mechanisms work concurrently and influence the outcomes of a social system in a structured, though not deterministic way. Entrepreneurs develop positions using resources in collaboration with others. In collaboration, entrepreneurs use the capital more successfully, which leads to recursive relations between capital use in one situation and later possibilities (Groen, 2005).

These four types of mechanisms are exchanged or shared through activities such as strategic cooperation, knowledge exchange in the cultural dimension, financing or turnover for the economic dimension, and brokerage to other networks through the social dimension (Groen, Jenniskens and Van der Sijde, 2005; Kirwan, Van der Sijde and Groen, 2006).

Within the sports world, this framework constitutes a completely new perspective. However, while the social system approach is not new, the link with entrepreneurial

processes is. In sport, much attention is paid to social value, and especially because the sports world, as described before, is becoming increasingly hybridized, many new connections are made on different levels. Therefore, special attention can be drawn to the social aspect, which is also an essential element of economic thinking for the creation of new values (Van den Hoff, 2011). In line with the four elements described above, a relationship is established between social capital and the elements of cultural, economic, and strategic capital, albeit using different terms. This is a welcome addition to existing studies related to the 4S model. Social capital is regarded as a dynamic process with four dimensions as can be seen in Figure 3.2, that are interrelated and that influence one another: construction (the structure of the network of relationships, the nature of the connections between the people, their positions, and their intentions), relationship and emotion (includes not only all aspects such as respect, appreciation, integrity, trust, shared values, but also humor and conviviality), expertise (the knowledge resources that these relationships have to offer one another, such as subject expertise and innovation capacity, as well as influence, goodwill, or finances), and action (the activities that are developed for a specific purpose, for mutual benefit, and for individual benefit) (Ehlen et al., 2015; 2017).

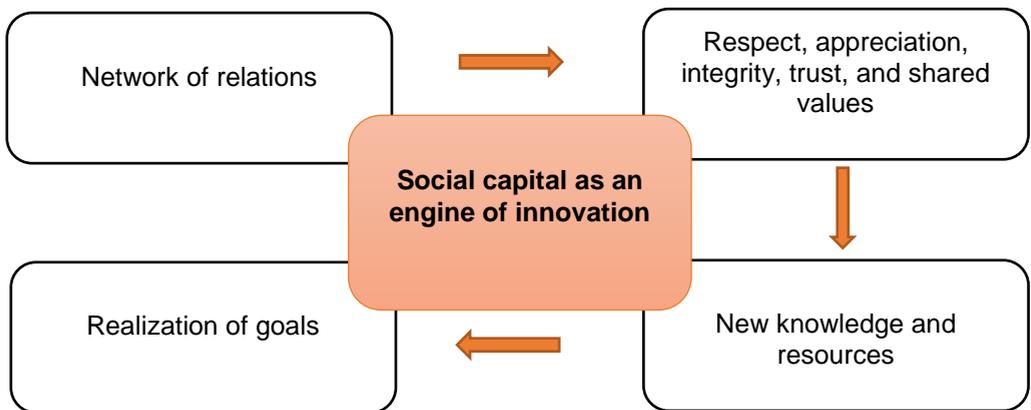


Figure 3.2: Model of social capital (Ehlen, 2015)

One of the basic hypotheses in social system theory is that a social system can only last when all four mechanisms are developed sufficiently. Furthermore, as stated by

Ehlen (2015; 2017), social capital can be seen as the starting motor. Collaboration is not about the individual actors; instead, they develop a structure of collaborative improvement based on actions and usage of the mechanisms in interaction with other actors. Therefore, a multilevel perspective and a network model of actors in a social system (Groen, 2002; Middel et al., 2007) can also be applied to partnerships between elite sports organizations, business partners, and start-ups:

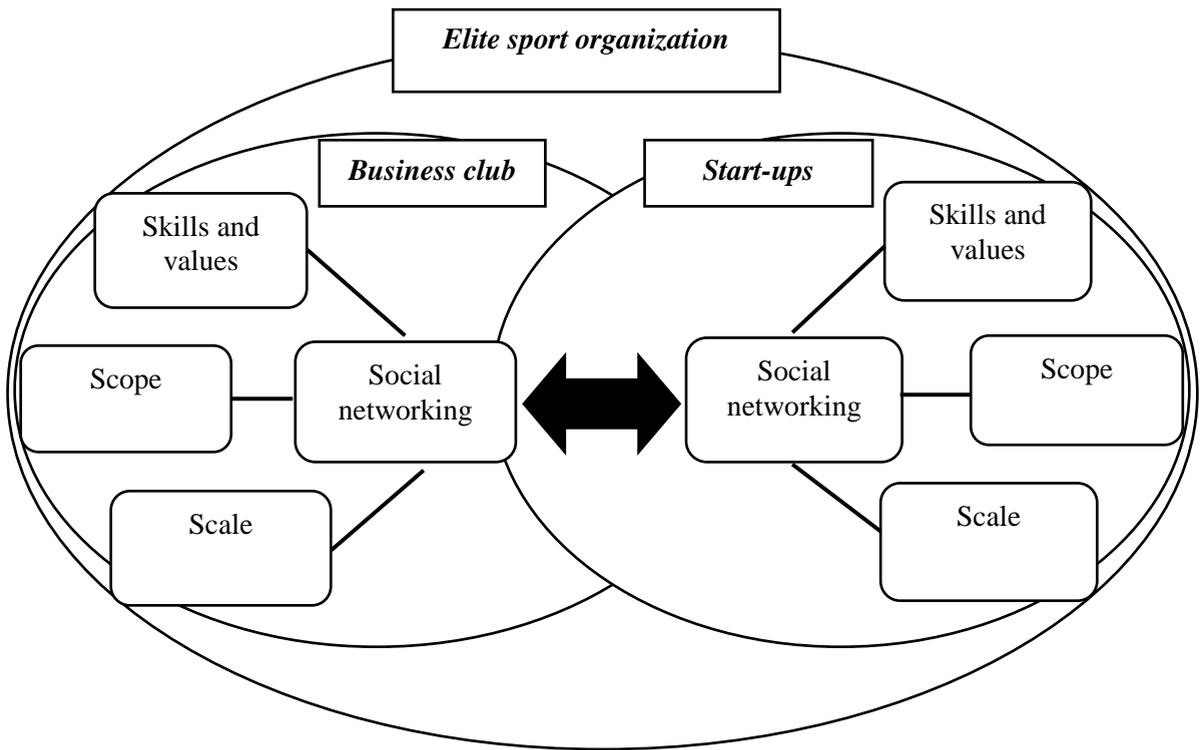


Figure 3.3: Network model of actors (based on Groen, 2002; Middel, 2007)

The sports organization is generally considered on an ego level. In this network model, the cooperation between the business club and start-ups is considered on a dyadic level within a platform created by the elite sports organization. This forms the engine of the social mechanism. The key issue at the dyadic level is to understand the nature of the relationship between the actors in terms of relational characteristics.

Then, as a next step, a multiple actors approach is suitable. As explained below, the ecosystem concept is a useful match for this.

3.3 From ego to eco

In recent decades, a change in business perspective can be seen that combines the focus on efficiency of the 1960s, the effectiveness of the 1970s, the flexibility of the 1980s and 1990s, and the creativity and innovation of the 2000s (Weggeman et al., 1992). Currently, the focus centers on cooperation and co-creation (Wierdsma, 1999). In addition, on an organizational level, Jonker (2013) refers to the transformation from red, via green, to blue organizations. Jonker refers to the idea of shared or multi-value creation (Jonker, 2012) based on the 3P idea: people, planet, and profit (Elkington, 1997).

The (traditional) red organizations focus on financial transactions and the possible social and ecological costs that are passed on to society. Here, the central trend is eco-efficiency, which begins with the assumption of a one-way linear flow of materials through industrial systems. Eco-efficient techniques seek only to minimize the volume, velocity, and toxicity of the material flow system but are incapable of altering its linear progression.

A more eco-effective strategy is already emerging in green organizations. In contrast to eco-efficiency, with its minimization and dematerialization approach, the concept of eco-effectiveness proposes the transformation of products and their associated material flows such that they form a supportive relationship with ecological systems and future economic growth. The goal is not to minimize the cradle-to-grave flow of materials, but to generate cyclical, cradle-to-cradle “metabolisms” that enable materials to maintain their status as resources and accumulate intelligence over time (upcycling). This inherently generates a synergistic relationship between ecological and economic systems and a positive recoupling of the relationship between economy and ecology. Multiple values are central: organizing social, ecological, and economic values complement one another, often with the emphasis placed on ecology. However, the classic transaction still fills a central role.

In blue organizations, the transaction model is also turned upside down, and multi-value creation – idea of working together for shared value creation – is sought. The shared aspect involves dividing the (hard and soft) results in close cooperation, which requires many types of innovation and is referred to as eco-innovation (Jonker, 2013).

Red: “classic” organization	Green: “environmental” organization	Blue: “societal” organization
Closed systems	Industrial ecology	Hubs, P2P, and networks
Shareholders	Stakeholders	Citizens and parties
Eco-efficiency	Eco-effectivity	Eco-innovation
Hierarchical management	Risk management	Community management
Single value creation	Multi-value creation	Shared and multi-value creation
Improvement	Transition	Transformation

Figure 3.4: From linear to circular (Jonker, 2013)

Blue organizations connect with the concept of shared values, which means a connection between societal and economic progress, by reconceiving products and markets, redefining productivity in the value chain, and enabling local cluster development (Porter and Kramer, 2011). Creating shared value differs from corporate social responsibility, because it leads to new approaches that generate greater innovation and growth for (joint) companies and greater economic and societal benefits relative to costs. Blue organizations are concerned with extending the total pool of economic and social value and with creating economic value by creating social value and vice versa. The concept of shared value blurs the line between for-profit and nonprofit organizations, and new kinds of hybrid enterprises are rapidly appearing. However, some discussions (Crane et al., 2014) relate to originality; e.g., it is increasingly necessary to break down the hierarchy of social, environmental, and economic value created by nonprofit and for-profit organizations (Elkington, 1998; 2001; Emerson, 2003). Ethical and legal boundaries and demands, tension between economic and social value, and the role of business are presently the main concerns. A broadening of values at the macro level is also taking place, which means that sustainable development is the focus of all aspects: people, planet, prosperity, peace,

and partnership. For example, a focus on sustainable development has led to the formulation of 17 more concrete development objectives by the United Nations (United Nations, 2015). It is necessary to follow the movement of relating shared or multi-value creation to lower aggregation levels, at both the national and regional levels, thereby leading to more collaboration at these various levels.

Because of the hybrid nature of these new concepts, categorizing or separating practices and domains has become increasingly difficult. Partly because of social developments in the lead-up to the twenty-first century, including the increased concern about the planet and society, the so-called silo mentality is increasingly being replaced by, for example, in recent years, communality. This refers to a shift from an ego-system to an ecosystem (Scharmer, 2011), in the latter of which there is coherence among all parts; every part works independently, yet there is a balance. Every part of the ecosystem supports the motion of the other parts, which creates a continuous dynamism. In a kind of perpetuum mobile, everything seems to run automatically. The term “ecosystem” was introduced by Tansley, who defined it as “the whole system (in the sense of physics), including not only the organism-complex, but also the whole complex of physical factors forming what we call the environment of the biome” (Tansley, 1935, p. 299). In recent years, the term has been imported from biology into other sciences, such as management, business, and entrepreneurship.

At the end of the last century, a perspective on companies was developed whereby they were viewed as a part of a business ecosystem and not as a single industry: ‘In a business ecosystem, companies coevolve capabilities around a new innovation: they work cooperatively and competitively to support new products, satisfy consumer needs, and eventually incorporate the next round of innovations.’ (Moore, 1993, p. 76). Later, several other authors showed that a business ecosystem can be desirable in areas such as technology development, knowledge creation, responding to consumers, and innovative capacity (Adner, 2006; Jensen, 2017; Martins and Ling, 2016; Iansiti and Levin, 2004; Wright, 2014).

Zahra and Nambisan (2012) emphasize that a business ecosystem can help to overcome gaps in knowledge and skills, to access critical resources such as financial capital, to build important relationships or social capital, and to commercialize new technologies. Additionally, the ecosystem can become a source of competitive advantage for individual firms (Iansiti and Levin, 2004). Similarly, Neumeier and Corbett (2017) state that business ecosystems are essential for entrepreneurs to create and grow their ventures. Hence, the ecosystem can undoubtedly strengthen firms' collaborations and help them to achieve their goals. Nevertheless, the ecosystem can also create specific challenges for firms, which can weaken them. For instance, being part of a business ecosystem, the firms lose autonomy and need to adapt their strategies to the business ecosystem around them to survive and grow (Moore, 1996). The constant adaptation required by the business ecosystem, as an arena of competition, increases the complexity of a firm's decision-making (Zahra and Nambisan 2012). Another obstacle for firms who are part of a business ecosystem is the need to adopt a long-term perspective with regard to sharing innovation rewards (e.g., profits) with partners (Zahra and Nambisan 2012). Although, business ecosystems can weaken an individual firm, they are necessary in a highly competitive landscape to sustain technological and market innovations.

The literature on ecosystems has highlighted several types of ecosystems: natural ecosystems, which refer to the environment of the biome (Post et al., 2007); knowledge ecosystems, which are mainly oriented to knowledge creation (Phelps, Heidl and Wadhwa, 2012); innovation ecosystems, focusing on technological innovation (Clarysse et al., 2014); and business ecosystems, which differ from the latter by including market demand (Wright, 2014).

Ecosystems have also been introduced into the domain of entrepreneurship. An OECD background paper "Entrepreneurial ecosystems and growth oriented Entrepreneurship" (Mason and Brown, 2013) defines entrepreneurial ecosystems as: 'A set of interconnected entrepreneurial actors (both potential and existing), entrepreneurial organizations (e.g., firms, venture capitalists, business angels, banks),

institutions (e.g., universities, public sector agencies, financial bodies), and entrepreneurial processes (e.g., the business birth rate, numbers of high growth firms, levels of 'blockbuster enterprisedship,' number of serial entrepreneurs, degree of sell-out mentality within firms and levels of entrepreneurial ambition) that formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment.' (Mason and Brown, 2013, p. 5)

Other authors and organizations also draw attention to entrepreneurial ecosystems (e.g., AWT, 2014; Feld, 2012; Isenberg, 2010; 2011; 2014; Stam, 2014; 2015; Stangler and Bell-Masterson, 2014; Queensland, 2014; 2015; World Economic Forum, 2013; University of NSW, 2016). The common features of the concept are that an ecosystem has a clear objective to create an environment in which the (ambitious) entrepreneur flourishes; the emphasis is on strengthening the local or regional circumstances, with good coordination between the policy the different levels; and different factors interact with each other. This creates a system that endures and evolves and in which the role of networks and connections are crucial. Goldstein et al. (2008, p. 17) explain that 'in traditional accounts of economic entrepreneurship, the exploitation of natural resources or of the labor force, and the impact of entrepreneurial firm growth on other firms and on the industry is outside the scope of analysis. What is important in these models is a singular outcome that benefits a single constituency, the owners of capital.' Ecosystems, in contrast, seek to create multiple (shared) values from multidimensional perspectives that are all interconnected. As such, systems thinking may be a useful framework for understanding how entrepreneurs address these challenges. The literature on entrepreneurial ecosystems focuses on the role of the (social) context in allowing or restricting entrepreneurship, and in that sense, it is closely connected to other "systems of entrepreneurship," which aim to bridge the market context or innovation system approach and entrepreneurship studies (Stam, 2015). Stam (2014) summarizes and extends the entrepreneurial ecosystem literature with a model that includes framework conditions (formal institutions, culture, physical infrastructure, and demand) and systemic conditions (networks, leadership, finance,

talent, new knowledge, and support services) that affect entrepreneurial outputs (entrepreneurial activity) and outcomes that indicate value creation (productivity, income, employment and well-being).

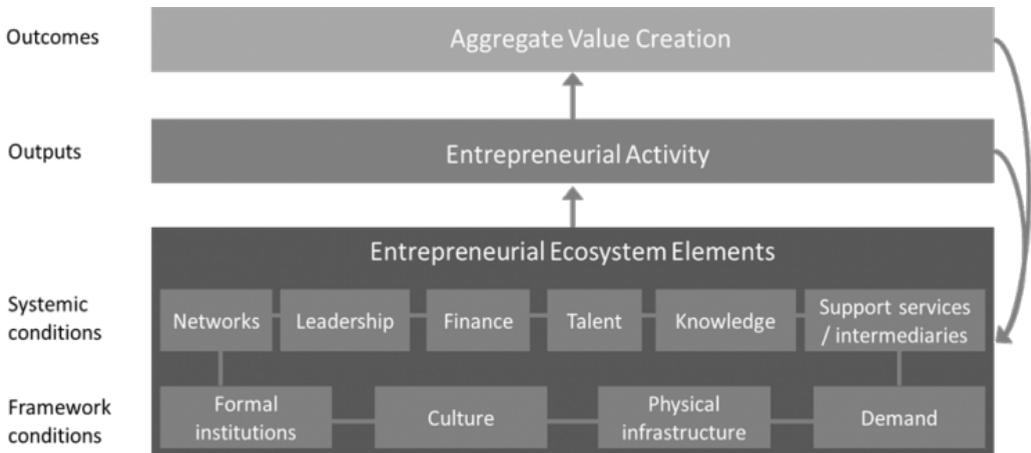


Figure 3.5: Key elements, outputs, and outcomes of the entrepreneurial ecosystem (Stam 2014; 2015)

This model applies in particular to conditions, activities, and outcomes at the regional level, which constitutes the particular setting of an elite sports organization. Based on the foregoing, it is proposed that the so-called regional framework conditions are an accomplished (starting) situation in which cooperation occurs among a sports organization, its business club, and starting entrepreneurs. The elite sports organization forms the platform or basis where processes take place. So, within the regional entrepreneurial ecosystem, a functioning Sports Entrepreneurial EcoSystem (SEES) arises, in which the various (entrepreneurial) organizations have their own entrepreneurial processes.

Within the entrepreneurial ecosystem approach, a number of shortcomings can be identified (Stam, 2015):

1. The system leads to entrepreneurship, and entrepreneurship leads to a system; this tautological reasoning gives little insight.
2. The relevant factors do not give cause-and-effect relationships.

3. In general, the analysis level is unclear.

All these shortcomings are discussed in the next section, which introduces the research model of an SEES.

3.4 Towards an analytical model of a sports entrepreneurial ecosystem

The shift from an ego-system to an ecosystem is illuminated by a number of insights, based on Scharmer (2011). The prevailing economic theory is probably past the peak of its life cycle. However, the history of the modern economy can be reconstructed as the embodiment of an evolving human consciousness. The modern economy is based on the division of labor, which has led to significant leaps in productivity. The challenge is to coordinate all these individual activities into a coherent whole. To this end, four stages of economic development are identified:

1. Organization around a centralized coordination mechanism: Hierarchy and central planning are the main coordination mechanisms (me-world).
2. Organization around a decentralized coordination mechanism: Markets, competition, and transactions are the main coordination mechanisms (it-world).
3. Organization around a coordination mechanism driven by special interest groups: Stakeholder negotiations and dialogue, the social market economy, and networks are the main coordination mechanisms (you-world).
4. Organization around commons: Awareness-based collective action, co-creation, and the well-being of all are the main coordination mechanisms (our-world).

With regard to an ecosystem, Figure 3.6 illustrates three transformations: the individual (column 1), the relational (column 2), and the institutional inversion (columns 3 and 4), which form a matrix of social evolution that integrates all system levels and all structures of attention (1.0 to 4.0):

Field: Structure of Attention	Micro: Attending (individual)	Meso: Conversing (group)	Macro: Organizing (institutions)	Mundo: Coordinating (global system)
1.0 Habit Awareness	Listening 1: Downloading habits of thought	Downloading: <i>Conforming:</i> speaking from fitting in	Centralized control: <i>Organizing around:</i> <i>hierarchy</i>	1.0 State centric: <i>Commanding</i>
2.0 Ego-system Awareness	Listening 2: Factual, open minded	Debate: <i>Confronting:</i> Speaking from differentiating	Divisionalized: <i>Organizing around:</i> <i>differentiation, decentralizing</i>	2.0 Free market: <i>Competing</i>
3.0 Stakeholder Awareness	Listening 3: Empathic, open hearted	Dialogue: <i>Connecting:</i> speaking from inquiring others, self	Distributed/networked: <i>Organizing around:</i> <i>stakeholders groups</i>	3.0 Social market: <i>Negotiating/networking</i>
4.0 Ecosystem Awareness	Listening 4: Generative open-presence	Collective creativity: <i>Cocreating:</i> speaking from what is moving through	Eco system: <i>Organizing around:</i> <i>what emerges (co-sensing, co-creating)</i>	4.0 Co-creative Ecosystem economy: <i>awareness based on collective action</i>

Figure 3.6: Matrix of social evolution (Scharmer, 2011)

Each level can exist concurrently with each other level, but they do so in an evolved, larger meta-context defined by the respective stage. In other words, the economic imperatives of our time call for an evolution from ego to eco. The following focuses on the micro, meso, and macro levels related to an SEES; however, a translation to the sports world (seen as a global system) is made as well; see the next box as an illustration.

The following phases are identified in relating the “from ego to eco development” to the sports world, as described in Chapters 1 and 2, viewed from the perspective of institutions in a global system.

Phase 1:

The organization and coordination of sport has its origin in organized sport, in which a pyramidal system can be sketched (Rubingh, 1998). This pyramid has an umbrella organization at the top (IOC, FIFA, UCI, IAAF, etc.) and a sports federation underneath at national level, directing and servicing the clubs that play in

competitions. Competition sport and recreational sport are similar in terms of regulation and organization.

In relation to a sports system, health and education were identified as social problems (Cachay, 1988). This led to sport being seen as a “solution” for everyone. Together with the process of civilizing sport and changing its value orientations, this explains the major growth of sport in the second half of the twentieth century (Elias, 1969, Stokvis, 1999, Crum, 1991).

As time progressed, the increased popularity of active sporting exercises led to an expansion of interest in sport (Stokvis, 1999). This was partly due to Anglo-Saxon influences; for example, sponsorship became increasingly important, and sports and commerce became increasingly visible in society (Porter, 2010). Economic capital and commercial values became more important (Slack, 2004) and preluded phase 2.

Phase 2

The financial attention that sports began to receive led to an interest in recruiting talented team members and participants for sporting tournaments and creating interdependent relationships among sports competition organizers, television companies, and sponsors. One result of this was that the commercial mediator entered the sports world, leading to a resurrection of the relationship between commerce and sport. Major tournaments, such as world championships and the Olympic Games, increasingly attracted (commercial) interest, and relationships and transactions between sport-related organizations and non-sport-related organizations (sponsors such as beer and beverage brands, fast food chains, media companies, and airlines) intensified. The sportification of society, with the sportification of sport on the one hand and the de-sportification of sport on the other, became visible in this phase

Sport became a “product” that was offered by different organizations in different markets (Crum, 1992). In addition to organized sport (such as traditional sports that are affiliated with a club structure and school sports clubs), new sports emerged (fitness, aqua jogging, outdoor adventure sports, urban sports, etc.) that could no longer be contained by the existing sports system. This development was picked up by all sorts of entrepreneurial people, who either started their own companies or gave entrepreneurial support to this new demand for sports and sport-related features. Thus, the aforementioned categories (entrepreneurship in, with for and through sport) within the sports world were supported, and a kind of “sports market” emerged in which transactions and competition made appearances. Organized sport lost many of its practitioners to the commercial domain. For example, running occurred not only at a track and field club, but also on public roads, and this was supported by the sports industry (running shoes and clothing). Similarly, instead of competing in competitions, practitioners attended a fitness center as individual athletes. Professional athletes organized themselves in commercial bicycle or skating teams, and Nike, Adidas and other well-known sport brands became linked with professional soccer organizations, for example, as business partners.

Phase 3

With the rise of social entrepreneurship in sport (Ratten, 2011), more attention is

being paid to new stakeholders. In practice and in the transactions and cooperation among sports organizations, we see an increasing mix of the commercial and the social. This takes place under the banner of corporate social responsibility (for example, supporting a charity foundation such as the Johan Cruyff Foundation) *and is realized* by (larger) commercial sports organizations and elite athletes who, in line with their so-called superstar economic status (Rosen, 1981), support social goals. However, it also occurs the other way around: A (municipal) sports company, which strives for an operating profit, may have the local government as a major shareholder or, as mentioned, some nonprofit organizations may engage in money-generating activities. For example, a voluntary sports association that manages clinics or workshops for physical education may also engage in money-making activities.

Phase 4

Phase 4 can still be regarded as an unexplored area of the sports world and deserves further study. An important aspect that gradually enters the organization and business administration of sport and, therefore, entrepreneurship is cocreation (Wierdsma, 1999). Within cocreation, social capital (co) and innovation (creation) come together. Sport would be an excellent breeding ground in which to mix commercial and social goals, given its binding social role. It also turns out that entrepreneurial passion for sports prevails over ambitions such as earning money and maximizing profit (Debosschere and Corneillie, 2013). After all, sport can give rise to different values. An increase in the number of hybrid sports organizations to enable this diversity of values (simultaneously) is in line with expectations. A concrete “experiment” from a sports perspective is the collective action project launched via the website “myfootballclub,” whereby English football fans collaborated to purchase a soccer club. It focused particularly on crowdsourcing, and the involvement of other organizations and systems was minimal. However, the feeling of ownership was not felt by the crowd, and the club management embracing the receipt of money more than the interests and social engagement of the fans; fans noticed and disappeared (Van den Hoff, 2011).

The entrepreneurial ecosystem approach has several shortcomings. For one, regarding an SEES it is assumed that the level of analysis is related to the environment of an elite sports organization, which is a smaller level of analysis than, for example, a whole region. On a micro level are the individuals, for example, entrepreneurs, as members of a business club of an elite sport organization, as well as the group of start-up organizations involved, and, of course, the group of workers (professional paid or voluntary) in the elite sport organization. These groups together form the heart of an SEES, as mentioned in Section 3.2. Furthermore at the start of an SEES, an existing (strong or weak) system such as a business club (or group of

entrepreneurs) is expanded and possibly converted into an ecosystem by adding start-up entrepreneurs, whereby entrepreneurship leads to a system. In that respect, there is no tautological reasoning. To identify relevant factors that might give some insight into cause and effect relationships, an analytical model is developed based on the theoretical framework previously set out in this chapter. The next sections are based on the basis system approach of input, throughput, and output, using the key elements of Stam (2014; 2015), namely, conditions, activities, and output.

3.4.1 Conditions

The conditions are divided into framework conditions and systemic conditions.

3.4.1.1 Framework conditions

Framework conditions can be distinguished into the conditions of the regional situation in which an SEES is active and those of the SEES itself as set by an elite sport organization. Framework conditions are related to formal institutions, culture, physical infrastructure, and demand (see Figure 3.5), which, for the regional situation, means the availability of formal institutions of different domains (sports, education, government, business), a business or entrepreneurial minded regional culture, access and transport with physical infrastructure to and from the region, and a demand for regional development. For an SEES, this means direct contact with different institutions and organizations (as described the next section); a sportive and positive image; branding of the elite sport and sports organization; (sports) facilities related to the elite sports organization that can be easily accessed by different people, providing the opportunity to meet, join, provide exposure, train, play, watch, and support sports; and a demand for the elite sport by fans and spectators and traditional and modern media

3.4.1.2 Systemic conditions

As expressed in Figure 3.5, based on the framework conditions, and thus based on the elite sport organization, the systemic conditions are provided mainly by business partners and start-ups. However, the elite sport organization can contribute to these systemic conditions as well, which makes it relevant to characterize all the parties,

which can also be described as a system. These parties give substance on a smaller scale to the systematic conditions mentioned by Stam (2014; 2015). This research assumes a relation between the systemic conditions and the willingness to participate in an SEES, since this willingness sums up the aims and contributions of these parties. The following two subsections describe the (systemic) conditions by first explaining the types of party involved and then the willingness to participate in the sports entrepreneurial ecosystem.

3.4.1.2.1 Helix and involved organizations

In the past, competition occurred predominantly among local firms; currently, however, firms compete on a global and more competitive market. Thus, the scope of strategy has altered from “pursuing a victory over others to somehow making it together with customers, suppliers, distributors and development partners” (Ford et al., 1998, p.107). Teece (2009) argued that firms compete not just against other firms in the same industry but also with other firms in other industries. As illustrated earlier, a business ecosystem facilitates innovation and improves the competitiveness of firms. Such an ecosystem is built through the cooperation of the different actors within the business ecosystem (Moore, 1996), which vary from individuals to public or private organizations. As illustrated by Heikkilä and Kuivaniemi (2012), a business ecosystem consists of actors that include partners, subcontractors, complementors, competitors, consumers, collaborators, regulatory agencies, investors, and research institutes. The actors’ positions can vary from one business ecosystem to another. The coevolution of firms’ capabilities and roles is built around cooperation and competition. As presented earlier, a business ecosystem fosters innovation, enabling firms to develop technological and market innovations. Researching innovation capabilities and success through cooperation, Weber and Heidenreich (2017) identify three different types of cooperation: vertical, horizontal, and institutional cooperation. Vertical cooperation refers to an association with a supplier or customer, horizontal cooperation defines a collaboration in relation to a competitor, and institutional cooperation describes a network that includes universities and research institutes. An SEES is considered to engage in institutional cooperation, although vertical and

horizontal cooperation should be possible within it. Therefore, both cooperation and competition are possible in an SEES.

To identify and analyze the focus and interests of the various organizations and stakeholders in an entrepreneurial ecosystem, a link can be made with the helix model (Etzkowitz and Leydesdorff, 2000). This has already been done in relation to the triple helix (Jonkergouw, 2015), whereby the ecosystem was considered from three stakeholder perspectives: government, business, and civil society. This combination led to an emphasis on the usefulness, necessity, and urgency of cooperation. Blind spots were identified among the organizations involved, one of which involved the relationship between solidarity and performance. Discussion and dialogue occur because multiple types of cooperation are possible, and because learning from and with other parties is important for cooperation. In a triple helix model of cooperation, it is often unclear who the “owner” of the partnership is, and processes are rarely managed from a single (power) position or center; generally, control is more joint than unambiguous. This model also establishes new requirements for the governance of a network by stakeholders. In particular, this requires the adaptability of entrepreneurs and managers, who are used to operating under conditions of tough competition and from a top-down (financial) management perspective. At an operational level in an ecosystem, people appear to be often better and faster at tuning in and adapting to changing circumstances (Jonkergouw, 2015).

The helix has been extended to a quintuple helix (Carayannis and Campbell, 2009; 2010; Carayannis et al., 2012) that is used to describe a social system.

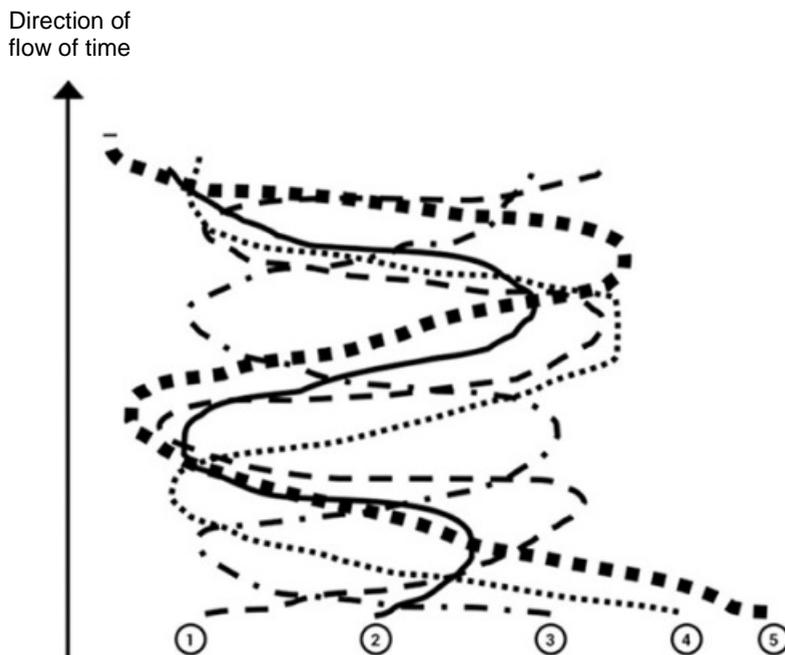


Figure 3.7: Quintuple helix: 1) education system, 2) economic system, 3) political environment, 4) media-based and culture-based public, and 5) natural system (Carayannis et al., 2012)

The quintuple helix is a model that presents the sum of social interactions and academic exchange in a state in order to promote and visualize a cooperative system of knowledge, know-how, and innovation for more sustainable development. Knowledge is thus the pivotal force and driver for progress. The specialty of this model can be described as at once interdisciplinary and transdisciplinary: The complexity of the quintuple-helix structure implies that a full analytical understanding of all helices requires the continuous involvement of the whole disciplinary spectrum, ranging from natural science to social sciences and humanities (Carayannis et al., 2012, p. 4). The elements of the quintuple helix are the (1) education system, (2) economic system, (3) political environment, (4) media-based and culture-based public (also civil society), and (5) natural system. The power of the helix is that these elements influence each other and together comprise a whole in pursuing the creation of value. This means

that the helix elements can be related to entrepreneurial activities: the entrepreneurial process of opportunity recognition, creation, and exploitation. It is clear that cooperation is mainly initiated by the social mechanism as stated previously (Section 3.2).

3.4.1.2.2 Willingness to participate

The decision to participate in an SEES occurs within the conditions already explained. In the existing models, this willingness to participate is not explicitly requested. However, a link can be made with the systemic conditions addressed by Stam (2014; 2015, see Figure 3.5), thereby adding the dimension of the willingness of actors to participate in the initiative. Participation within an SEES is considered to be “a renewal” of an organization, which makes it possible to connect with existing models and research.

The variables that influence the success of implementing an innovation in organizations are presented in the A VICTORY model, an acronym that is explained below (Davis, 1971). Assumptions are made to relate the systematic conditions (Figure 3.5) and the four S elements (Figure 3.3) to an entrepreneurial process:

Ability: the extent to which the resources necessary for the implementation are available and usable. These include manpower, finance, and employee expertise (talent and knowledge).

Values: the extent to which the innovation corresponds to the values, intentions and history of the actions of those involved.

Idea: the degree to which the target group has insight into the possibilities of the innovation and the requirements for implementing it.

Circumstances: the extent to which circumstances (such as change management, legislation, and dissatisfaction with existing methods) occur that influence the ability to change.

Timing: the extent to which the innovation is presented and implemented at the appropriate time (when conditions are favorable).

Obligation: the extent to which the target group feels the necessity for change.

Resistance: the degree to which resistance to innovation occurs in the target group,

whether due to fear, irritations, or lack of interest.

Yield: the extent to which the target group see the innovation as leading to revenues that match the effort of changing; this involves realizing the innovation efficiently.

These factors do not exist independently of each other (Davis and Salasin, 1975) and can all be regarded as facets of willingness to change (Strommen et al., 1978, Bijl and Van den Bogaart, 1992). The systemic conditions shown in Figure 3.5 can be found again here: Organizations are involved in a network (helix), and they all have their own leadership, with responsibility for a number of aspects such as values, ideas, circumstances, and obligations. The systemic elements such as finance, talent, and knowledge are included within ability. Support services are identified as conditions for regional development.

The A VICTORY model relates to the 4S model with respect to the elements scope, skill, and scale, the social element having already been realized, since people have already joined or contacted the SEES. This is in line with the fact that the social element provides the access to the other elements within the 4S model.

- Ability: the resources available, which can be connected to scale.
- Values: the values, intentions, and history of activities of those involved can be connected to skills.
- Ideas: the possibilities and requirements of innovation, which can be connected to skills.
- Circumstances: the non-influential aspects of the environment that relate to the actors (organizations) who want to, are able to, and must attain goals, which are connected to scope.
- Timing: dealing with external circumstances, also connected to scope.
- Obligation: the need to innovate, also connected to scope.
- Resistance: addressing the innovation, which is linked to the behavior of the actors (organizations) and thus connected to skills.
- Yield: realization and revenues, thus connected to scale.

Within this research, these assumptions about the relationship between these models (AVICTORY and 4S) is studied as well (in Chapter 6). .

These conditions determine the establishment of the entrepreneurial process. If there is no “opportunity” for the initiative, logically, the willingness to innovate is less or absent. If there is a positive interpretation of opportunity and willingness, a logical transition to entrepreneurial activities usually follows. This is summarized in the following model, Figure 3.8, in which the conditions are presented at regional level and SEES level.

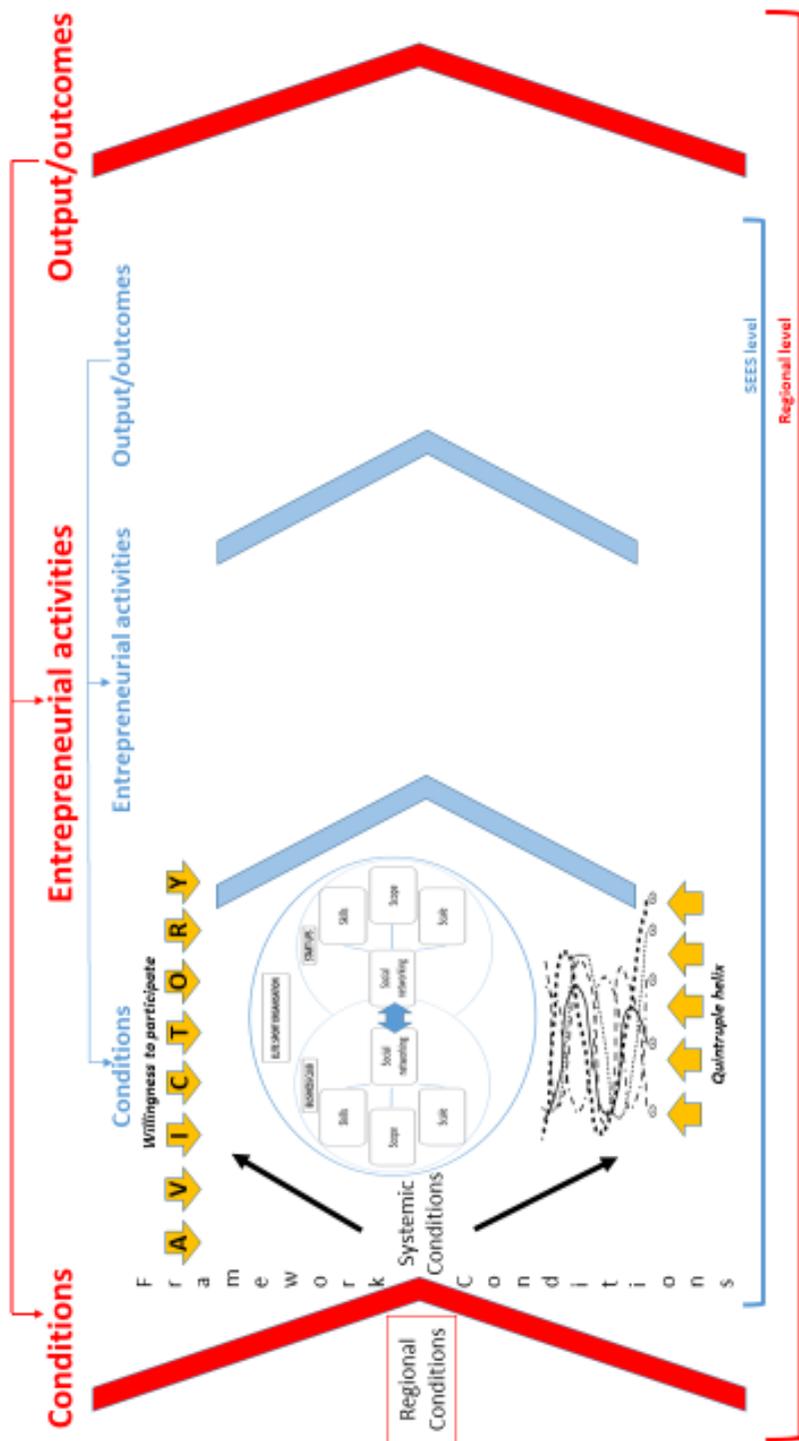


Figure 3.8 Conditions within an SEES

3.4.2 Entrepreneurial activities

Establishing the conditions for an SEES (and an entrepreneurial ecosystem at a regional level) already involves entrepreneurial activities; however, within an SEES, the entrepreneurial activities are more concrete. These entrepreneurial activities occur in the context of a helix structure, as explained before (Jonkergouw, 2015), and participating organizations are involved in this phase of the SEES start-up process. An SEES is based on three types of parties: the elite sports organization, which has its own entrepreneurial process; the start-ups, each with their own entrepreneurial processes; and the business partners, which include political, educational, cultural, media, and environmental organizations. The entrepreneurial activities of the SEES, therefore, consist of the various interactions among business partners, the starting entrepreneurs within the system, and the elite sport organization, which acts as a (participatory and underlying) platform. This includes relations among the business partners themselves and among the start-ups themselves, as well as among the different types of parties (including the elite sports organization). In line with what has been explained earlier, the social mechanism is the motor of all activities. The social mechanism consists of a network that has binding, bonding, and bridging elements (Lin, 1999). Binding and bonding refer to the social networks that exist among entrepreneurs through business, community, and regional ties. Relations are binding insofar as there is an obligation to reciprocate services. Parties do not necessarily have direct interaction with one another or maintain equally strong and reciprocal relations with all other parties. Typically, the relations that make up most social networks are characterized by a mixture of strong and weak ties, as well as direct and indirect links, but are nevertheless said to be bonding. Bridging refers to a social mechanism that extends to people or organizations outside the immediate environment. Social elements help to bind a society together through interaction and social exchange (Putnam, 2002).

A collaboration is promising if people and organizations connect with each other in a meaningful process (Dumay, 2009; Kaats and Opheij, 2011). The network is a necessary but not sufficient condition for the creation of capital. The interconnections

only gain value if these relationships stimulate and enrich each other and offer each other something that contributes to the purpose for which those connections have been forged. The relational-emotional aspect, that is, the character and quality of the relationships, is essential. In addition, valuable products or services must be exchanged. If the sources of the network fail or do not contribute to the purpose for which the connections have been made, then the value of the capital decreases or is even absent. When people start working together, they form something organic to create something new or to improve a situation. The element of action is crucial, because then the social mechanism produces new capital (Ehlen, 2015). To support the entrepreneurial processes, an SEES engages in a number of both sporting and network activities.

3.4.2.1 Sporting activities

Sporting activities within an SEES are often passive, after all actors meet in a room or stand next to the pitch before, during and after the sport “events” of the elite . The physical infrastructure of the sport organization is one in which many parties act as providers ranging from government parties, event organizers, private initiatives, civil society, to public private partnerships (Broeke, 2010). As stated in Chapter 1, the demand for sports depends on a large variety of motives and meanings. The identity of a subdomain in a sport is determined by the demand (motives, meanings) for that sport and the culture, facilities, and institutions that belong to it. The world of sports has been developed from a (socio-cultural) perspective. Sport is enriched with values and forms of capital (such as commercial and strategic) that are relatively new. To bring this diversity together to offer a future-oriented perspective to entrepreneurs who want to enrich the sports world with (product, process, organization, or market) innovations (in social, technical, commercial, and other ways), the concept of shared values is promising.

Private initiatives and (semi-) governmental commercial or non-commercial entities often form public-private partnerships. The importance of social capital is significant and is an important aspect of the development line from ego to eco, as described previously. Sport can be a tool enabling traditionally foreign domains to connect with

one another. Furthermore, sport is characterized by many different stakeholders, and as such, sport has traditionally seen tension between cooperation and competition: After all, there is no competition without an opponent. Therefore sport seems a suitable platform and connector for the pursuit of multi-value creation in cooperation and competition. The exact added value of sport, in terms of contributing to social cohesion and the other mechanisms involved in setting up a business club or SEES remain unclear.

3.4.2.2 Network activities

The three types of parties (elite sport organizations, business clubs, and starters) organize informal and formal activities and meetings, such as theme sessions, guest speakers, pitches, showcases for start-ups, workshops, and so on, which, in general, give rise to dialogue and enable entrepreneurs to connect with one another.

The outcomes of this activity remain unclear for the time being. Taking into account that elite sport organizations often regard such matters as a form of sponsorship (Demir and Söderman, 2015), start-ups often unconsciously act as though they are incapacitated (Van Weele, 2015), and business club members have various motives (Bennett, 1998).

Based on the previous (theoretical) concepts, whereby an elite sport organization forms the foundation of an SEES and contributes to the conditions that lead to entrepreneurial processes through network and sport activities, the basic model (platform) of conditions and entrepreneurial activities in an SEES, placed within a region, can be represented as follows (Figure 3.9).

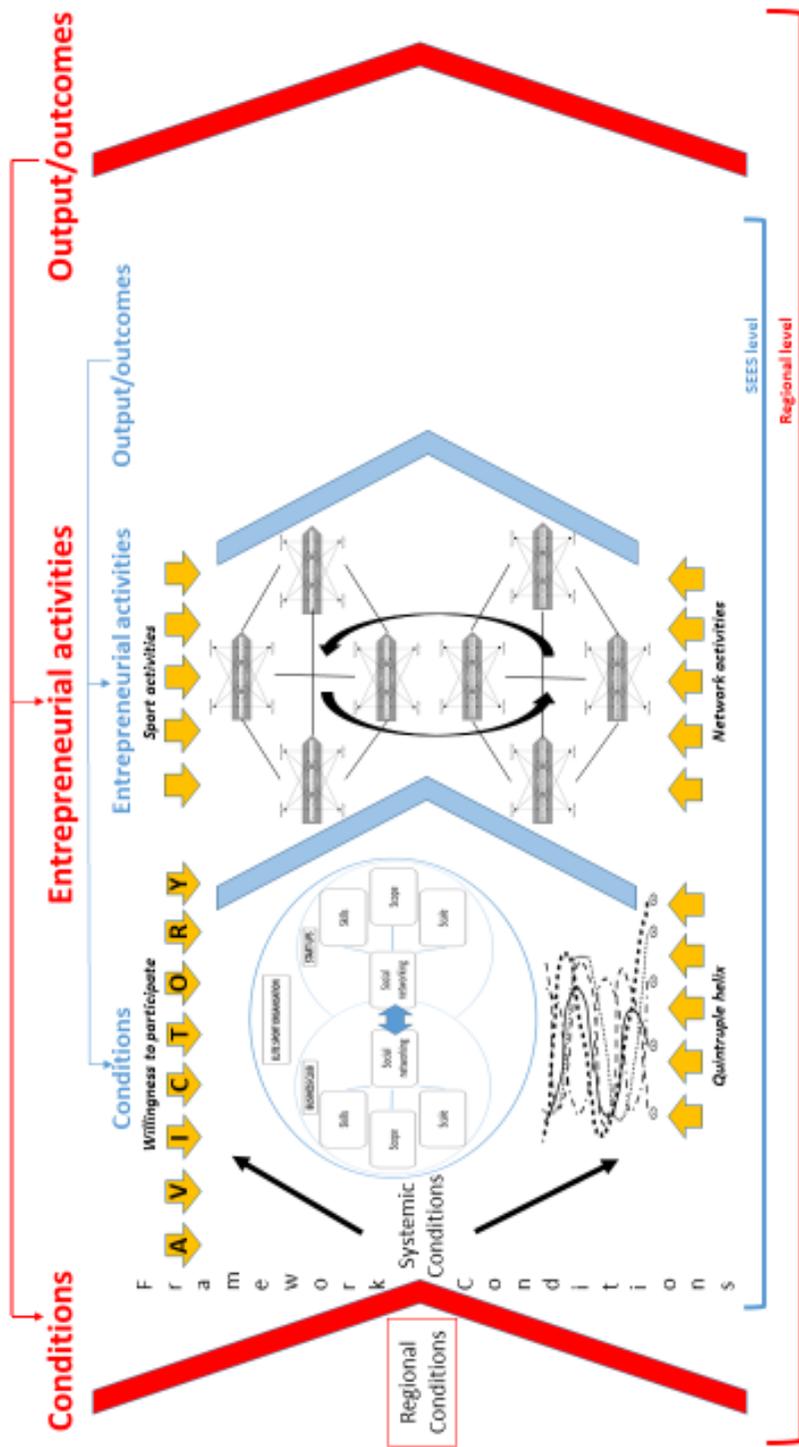


Figure 3.9: Conditions and entrepreneurial activities within an SEES

In the model presented in Figure 3.9, the business partners and start-ups are positioned in the model with the elite sports organization as a platform, as illustrated in Figure 3.3. The aim is to have a number of entrepreneurial activities that lead to a diversity of objectives. These entrepreneurial activities are influenced by network and sports activities. The diversity of objectives can be included in the exploitation of “opportunities” and may result in a diversity of outputs, outcomes, or changes in conditions.

3.4.3 Outputs and outcomes: multi-value creation

Multi-value creation should be the result of an entrepreneurial process. At the regional level, value creation can include productivity, income, employment, and well-being (Stam, 2014). In relation to sport other forms of value creation can be observed that are cultural, social, and symbolic in nature. Sport has become an industry that is internationally recognized to create value in terms of profit, people, and the planet. In several countries, sport is represented by a separate ministry. Evaluation reports and impact studies are written on many sports events in which their sustainable social and economic value is assessed (Hover et al., 2016). Today the aim of multi-value creation is relatively common. In a bottom-up process, the talents of entrepreneurs can be exploited and put to effective use, within an existing company, a new company, or a network.

The organizational form is not fixed in advance. Certain parties occupy a central position, and support from others can come from the bottom up. Many stakeholders in the ecosystem also act at a higher level outside of a single organization, which indicates the system’s open nature. They must learn from each other and be constantly open to outside influences. The creation of multiple values can take place at various levels and can involve an individual organization or combination of organizations, the elite sport organization, a business partner or start-up, or the ecosystem or even the region as a whole.

Generally, the outcomes are new conditions, processes, or products. The outcomes that can be identified at the different levels are as follows:

Outcome 1: the reinforcement of individual organizations, particularly in relation to the 4S elements at the organizational level.

Outcome 2: a self-sustaining system (SEES) that becomes more productive, larger, and changes in relation to the 4S elements.

Outcome 3: acceptance and consolidation of the SEES, which contributes to the region with regard to aspects such as employment, climate, and sustainability.

In addition, an improved, larger, and amended interpretation of the 4S elements at the regional level and improved relationships with other existing (regional) ecosystems may result. In this regional context, it is possible to find a relation with (existing) regional studies. Logically, the final output or outcome influences the conditions for initiating new (entrepreneurial) processes. This comprises the total process model, in which the SEES is within the regional level and individual organizations are within the SEES level. This is displayed in Figure 3.10:

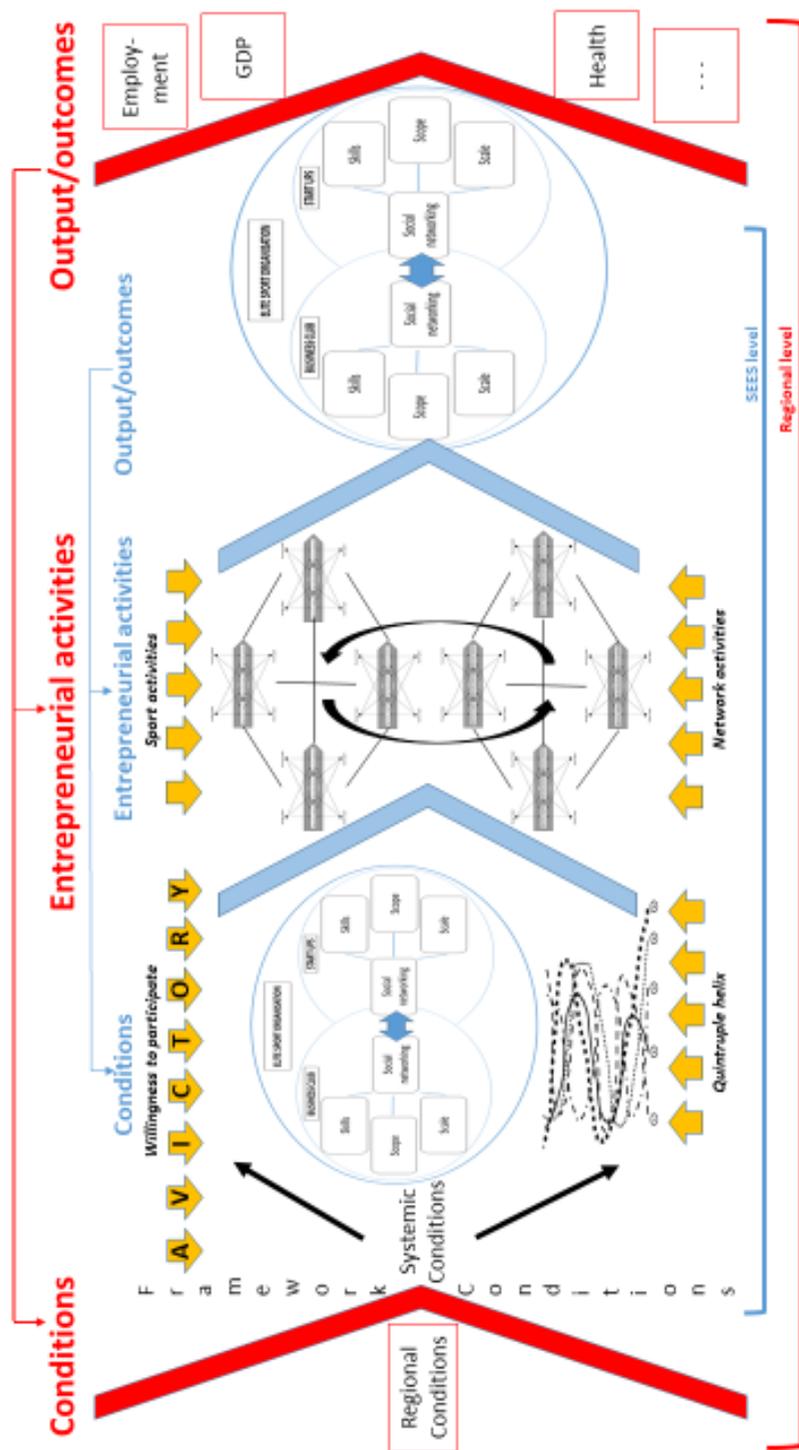


Figure 3.10: SEES: conditions, entrepreneurial activities and output/outcomes

An ecosystem approach requires a clear distinction between leaders and feeders (Feld, 2012). A leading actor in the business ecosystem can facilitate complementarities, leading to profitable and effective association among the partners, by setting his vision and the rules within the ecosystem (Zahra and Nambisan, 2012). Usually, in an entrepreneurial ecosystem, the leaders are the entrepreneurs. They know the limitations of the ecosystem and can take the lead in removing obstacles. Those who support this are feeders, stakeholders who ensure the proper functioning of the system in relation to aspects such as financing, training, legislation and regulations, physical infrastructure, and those things that can initiate a process and continue the developed system. In an SEES, the initiator or creator is the elite sport organization, which acts as the social motor that sets the system in motion. Dealing with conflicting stakeholders is highly important, and understanding and appreciating the perspectives of others is crucial, as better partnerships lead to better results (Stam, 2014). The establishment of an SEES should be a joint effort, involving the elite sports organization in collaboration with business partners, so that the initiating and leading roles are closely connected.

Therefore, the social system of a single organization or enterprise is considered within the umbrella social system of the cooperating organizations or network (phase 3, Figure 3.6) or the entire ecosystem (phase 4, Figure 3.6). Currently, the largest obstacles to reaching phases 3 and 4 (Figure 3.6) can be summarized as externalities and consciousness (Scharmer, 2011). It is advised (Stam, 2014, p. 11) that an entrepreneurial ecosystem should not be treated as a localized “container,” enabling local interactions only, since national and global connections may be just as important for entrepreneurship to flourish. It remains unclear how entrepreneurial ecosystems enable or constrain such productive extra-local connections. Most of the current research on entrepreneurial ecosystems focuses on the internal functioning of the ecosystem but ignores interactions between multiple entrepreneurial ecosystems, between entrepreneurial ecosystems and corporate ecosystems, and between among actors (such as universities, entrepreneurial leaders, and venture capitalists) in different community ecosystems.

In relation to the combination of sports and entrepreneurship, where entrepreneurship in, with, for, and through sport is distinguished (see Chapter 2), an SEES aims to create an entrepreneurial environment through sport in which entrepreneurial (ambitious) (sport) professionals and professional entrepreneurs flourish. The emphasis is on strengthening local or regional conditions and achieving a productive alignment of several objectives (scope, scale, skills, and social) at the various levels. Different factors and systems interact with each other and thus create a system that maintains itself and evolves. The role of networks and connections is decisive. Of course, other entrepreneurial individuals and organizations that are not specifically related to the sports world should also participate.

3.5 Discussion

Because of the combination of different models, it is important that the diversity of perspectives remain connected. Social system theory is therefore an important approach. It has been argued that connection is one of the values of sport and that it can also add value in the field of entrepreneurship. This is a unique new combination for the sports world and for the domain of entrepreneurship, which means that further legitimization is necessary. Keeping pace with the outlined developments, such as the sportification of society, the shift from ego to eco, and the broadening of the entrepreneurship domain, is vital. Entrepreneurship through sport forms the basis of an SEES and entails that an elite sports organization can collaborate with its business club and start-up entrepreneurs.

Entrepreneurship in, for, and with sport can be part of such an SEES. However, the framework also provides opportunities for entrepreneurship outside the sport. Sport is not an isolated area, and it is important that an SEES adopt the best approach in practice, whereby an elite sports organization operates in cooperation with its business club and start-ups. It is important to identify the characteristics and conditions associated with an SEES. This chapter provides an initial framework. The extent to which the concepts (such as the 4S model, the quintuple helix, and the A VICTORY model) are representative, helpful, and relevant for the combination of entrepreneurship and sport and supporting work requires further study. More empirical

research on sports practice is therefore indispensable to further substantiate, concretize, and add nuance to the framework outlined here for an SEES. For now, the framework provides support in answering the formulated research subquestions. Based on the conditions described, empirical research can further determine the stimulating and obstructing factors that play a role in the willingness to contribute to the implementation of an SEES, in which an elite sports organization, its business club, partners, and start-ups work together to achieve joint and separate business objectives. The central conditions relevant for the successful development and implementation of an SEES are subdivided into framework conditions and systematic conditions formed by the parties within the so-called quintuple helix.

These parties involve and participate in both sporting and network activities. Special attention is paid to the subquestion, "Which roles of sport as a mechanism explain the creation of (multi-valued) entrepreneurship output in an SEES?" Answers to that question in turn lay a foundation for the attempt to answer the question, "What are essentials for a learning arrangement within vocational education to prepare and support sport professionals in the development and realization of an SEES?" The extent to which the theoretical model constructed in this chapter is reflected in practice is relevant in determining the value of this chapter. The separate elements of the theoretical construct have found their legitimation in science and practice, but the coherence as presented above has yet to be tested.

Chapter 4 Research design and methodology

4.1 Introduction

As mentioned before, the sports domain and the entrepreneurship domain are characterized by effective action. Problems must be solved and opportunities taken advantage of, and central to these aims is the fact that people are the motor of initiative and change.

Knowledge acquisition, socialization, and creation are indispensable here. For a long time, the highest quality has been attributed to context-free “regular knowledge” from a positivistic perspective. On the basis of objective criteria, science strives to develop generally valid theoretical knowledge. The explanatory regularity knowledge thus acquired can then be applied in practice: “If you do this, that will happen.”

In the more applied practice (with a focus on effective action) contextual knowledge is increasingly being developed from a socio-constructivist and constructionist perspective, in which actors themselves can “improve their practice”: “If you pursue this, in those circumstances, then it makes sense to approach the problem in that way.” This means that, on the one hand, it is recommended to realize fundamental explanatory statements and, on the other hand, to focus on practical application.

Fundamental applied research is essential to combining the domains of sport and entrepreneurship into an applied focused domain (Stokes, 1997). The background, arguments, and elaboration of this choice is explained in this chapter through the research design and methodology, which is linked to the so-called engaged scholarship. Engaged scholarship emphasizes that research is not a solitary exercise but a collective achievement, and engagement means that scholars step outside of themselves to gather and be informed by the interpretations of others in performing each step of the research process, namely, problem formulation, theory building, research design, and problem solving (Van der Ven, 2007).

Van der Ven and Johnson (2006) assert two basic conceptualizations of how people relate theory to practice, namely, by truth claim (ontology) and by method

(epistemology). The first begins with knowledge and considers how it is transferred into practice. The second, drawing on Aristotle's notions of episteme, techne, and praxis, views theory and practice as different kinds of knowledge and considers that the former (which is oriented to building context-free generalizations) cannot be translated into the latter (which is situated, contextualized, and oriented to addressing here-and-now problems).

The assumptions under both conceptualizations are presumed to be false, and this is where the debate often stops (Greenhalgh and Wieringa, 2011; Ellett, 2012). Instead of focusing on the differences between the two conceptions and setting them in opposition, Van der Ven and Johnson (2006) identified complementarity between these views, thereby deriving a more sophisticated third conceptualization, that of "engaged scholarship," in which researchers and practitioners coproduce knowledge that can advance theory and practice in a given domain. They define "engaged scholarship" as 'a collaborative form of inquiry in which academics and practitioners leverage their different perspectives and competencies to coproduce knowledge about a complex problem or phenomenon that exists under conditions of uncertainty found in the world'. Engaged scholarship is based on a (evolutionary) realist epistemology, which is a pluralistic methodology for advancing knowledge by leveraging the relative contributions and conceptual frameworks of researchers and practitioners (Van der Ven and Johnson, 2006, p. 803).

Engaged scholarship adopts a philosophy that includes and integrates aspects of what might traditionally be considered alternative philosophies, incorporating key ideas from positivism, relativism, pragmatism, and realism. Ontologically engaged scholarship adopts the critical realist position, with its positioning midway between positivism and relativism, and the realistic pragmatism position. Epistemologically, it adopts Campbell's (1979) relativist evolutionary position (Shawcross and Ridgman, 2015). Some criticism of this view can be found in McKelvey (2006, p. 825): 'In dreamland, engaged scholarship, intellectual arbitrage, conflict resolution, and Van de Ven and Johnsons' dimensions could work. In reality...I am not so sure. The joint probability that all their required elements would line up simultaneously at the right time and place

seems low. Worse, there could be outright deal breakers.’ There is also the fear of the mixture of consultancy and science, and there is the risk that the “average” across many of these projects would be decision by committee. Science should be practiced and written in the search for “truth,” whereafter it can be popularized for business (McKelvey 2006). Another item that is suggested is the fact that knowledge flows in one direction, which means that it is interpreted as general and universal. However, what is important to a business is not always important to society or other organizations.

Within this research, there is the continuous consciousness that the worlds of sport and entrepreneurship are both dynamic, and in combining these worlds, one thing is certain, the dynamic will not disappear. That makes that “truth” is the truth in this period of time in specified events and processes. The focus is exploring and improving the new developing world of sport and entrepreneurship. There is a consciousness that the research has its limitations in external validity and generalization. However, tried is to explore the best way of working in the given context of the current period of time to pave directions for the near future to support the new developing world of sport and entrepreneurship in a context of an elite sportorganization, its business club and start-ups.

The previous chapter attempted to create and construct a theoretical model, first by using abduction, in which the relatively new combination of sports and entrepreneurship was highlighted, whereafter a more inductive approach was used, in which existing theories and constructs were related to each other in the context of an elite sports organization. In accordance with the approach of engaged scholarship, this next phase involves 'justifying a theory with inductive reasoning and rhetorical arguments' (Van de Ven, 2007); see also the engaged scholarship diamond model (Van der Ven, 2007), as explained in the first chapter.

The theory could be justified using variance methods, which ‘They seek explanations of continuous change driven by deterministic causation, with independent variables acting upon and causing changes in dependent variables’ (Van der Ven, 2007, p.

149). However, this can also be accomplished with a process approach, which is related to the event-driven approach often associated with a process study of the temporal sequences of events, which explain how a sequence of events leads to some outcome (Van der Ven, 2007, p. 154).

Comparing the assumptions of a process approach with those of a variance approach, it is clear that a process approach is more in line with the situations and questions being researched. After all, questions are asked about conditions, characteristics, and approaches for a well-functioning SEES, and the actions of actors within such an SEES.

These contrasting assumptions between the variance and process approaches are, according to Van de Ven (2007), that in a process approach:

- The world is made up of entities that participate in events and that therefore may change over time. The recording of a process in a set of variables is impossible here, because qualitative changes in the entities are always possible. Events are the natural units of the social process; events are what key actors do or what happens to them. The process perspective explicitly focuses on the events rather than variables because of the inherent complexity of developmental processes.
- Final and formal causality, supplemented by efficient causality, is the basis for explanation. Each causal event imparts a particular direction. However, subsequent events also influence subjects and may alter the direction of earlier events. Because causal influences come to bear “event-wise,” rather than continuously, no cause can be sufficient in explanation. These kinds of explanation require a pull-type causality. In Saravathy’s (2001) terminology, a pull type causality relies upon “effectuation” processes, which are more general and ubiquitous than causation processes.
- The generality of explanations depends on their versatility, the degree to which it can encompass a broad domain of developmental patterns without modifying its essential character. The broader its domain (the greater the variety of cases, contexts, events, and patterns to which the theory can be

applied), the more general its explanation. Citations therefore do not directly relate to general uniformity and consistency, but rather depend on a setting. Therefore, the process approach attempts to discern a common process in a range of complex and seemingly disparate events and sequences.

- The temporal sequence of events is critical. Differences in temporal order can make differences in output and outcomes. For example, the sequence and time allocation of the diagnosis of a problem and identification of a solution development are crucial for the results and effects.
- Explanations should incorporate layers of explanation ranging from immediate to distal. In process theories, history cannot be encapsulated in the immediate past state of the entity, because the ordering and context of previous events is critical. To subsume differences under a common theory, it is necessary to show how the sequence of events for each case resulted in a unique causal history. The different durations of events are related to a second reason that process models must allow for versatile and causal analysis: Efficient causal factors are associated with events, and to the extent that one event runs longer than another, its causal influence is more enduring. Any historical retrospective to previous stages or situations than the previous one can therefore be relevant.
- An entity, attribute, or event may change in meaning over time. The context surrounding the (f)actors can have such a significant influence that the entire setting changes. The unit of analysis thus changes throughout the process.

This means that the research has a link with what is referred to as "grounded theory," in which a gap between theory and empirical research is reduced using a variety of data for systematically gathered new knowledge. Concepts that explain in what manner challenges should be met are generated not in a descriptive way, but in an exploratory way (Glaser, 1965; Glaser and Strauss, 1967).

4.2 Research strategy

Based on the above, an explorative qualitative "research glasses" is examined.

Qualitative research is mainly based on a research cycle that is inductive in nature,

while quantitative research is more linked to a deductive cycle. In addition, qualitative research is better suited to an approach that involves research in collaboration with others and justifying theory with inductive reasoning and rhetorical arguments. However, in addition to the qualitative strategy, a quantitative approach is used in a small cycle in this research framework; see Section 4.5.1.2.

Qualitative research is based on the basic attitude that knowledge about reality can only be obtained through the eyes of the other person. This is expressed in the following starting points (Jonker and Pennink, 2004):

- avoids as much as possible only developing theory;
- the researcher is not an expert, but an “explorer”;
- not research “on” reality (empiricism) but research “in” a given context;
- context is the primary source of data;
- the perspective of the other is leading for understanding and respecting;
- it is essential to develop insight and understanding for actions and meanings within a social context, with an interest in time and process;
- work is done with respect to the phenomenon of study: it is those involved who give meaning to that phenomenon, next to the researcher.

This mainly qualitative approach leads to a research methodology in which the case study is central. ‘A case study method allows investigators to retain the holistic and meaningful characteristics of real life events, such as individual life cycles, organizational and managerial processes, neighborhood change, international relations, and the maturation of industries.’ (Yin, 2003, p. 2)

A number of cases from the Dutch sports world, in which an elite sportorganization, an affiliated business club, and starting (sports) entrepreneurs work together, identified as SEESs in formation, are researched in multi-embedded case studies (Yin, 2003). Eisenhardt (1989, p. 548) mentioned that: ‘Theory developed from case study research is likely to have important strengths like novelty, testability and empirical validity, which arise from the intimate linkage with empirical evidence. Second given

the strengths of this theory building approach and its independency from prior literature or past empirical observation, it is particularly well suited to new research areas or research areas which existing theory seems inadequate. This type of work is highly complementary to incremental theory building from normal science research.'

Eisenhardt (1991, p. 620) also refutes a reaction in an article by Dyer and Wilkens (1991), who argue that individual cases are superior to multiple cases in order to achieve a high quality of theory formation, and in their argument, they refer to classic case studies that are considered groundless. The multiple approach is, however, stronger, since they permit replication and extension among individual cases. Therefore, a multiple case study is performed in this study. In case of successful cases, literal replication can be expected, and in less successful cases there are, contrasting data, what therefore leads to theoretical replication.

When selecting the case studies, a number of requirements must be taken into account (Eisenhardt, 1989; Yin, 2003). Case studies must be significant studies whose themes must be relevant for a possible contribution to theory development, policy, or practice. In addition, completeness is important. The cases should provide a basis for an analysis with sufficient depth within the boundaries of the research. There must also be a sufficient basis for comparing different conditions, for underpinning interpretations and conclusions, and for producing "new" insights of any importance.

Many approaches and perspectives have a narrow focus and often focus on one level of analysis (Barrett, Grant and Wailes, 2006). Within an SEES, there is a multitude of variables and actors at different levels, and through continuous communication and interaction, other actors are involved and thus also change the variables of the initiative. This then leads to a new independent entity that can re-manifest itself, such as an SEES. Therefore, multiple viewpoints are necessary to understand the complexity. This helps to gain insight into the heterogeneous networks of actors and variables within the cooperation of an SEES. A systemic process approach is advocated as a method that bridges various levels of analysis and provides a multidimensional description and explanation of networks and of changes.

Furthermore, the (in advance) aims and objectives, target group, and (sports) embedding of an SEES are necessary characteristics.

This research is driven by the desire to solve field problems, for example, determining how an SEES must develop to realize goals. It is not primarily about absolute truth but about improvement. The research acts from the perspective of the actors, that is, from the perspective of the professionals who must deal with the field problem; it does not use the perspective of a disinterested spectator. The research is solution-oriented and is not limited to describing and explaining field problems, but also aims for effective principle solutions. The research results are justified on the basis of pragmatic validity, that is, with evidence as a basis that shows that the solutions or interventions found do indeed provide the intended outcomes in the applied domain. Thus, this is not primarily about explanatory validity: The question is not whether it is true but whether it works.

Many actors are involved, and the starting assumption is that because of the freedom of human behavior, guarantees of future behavior cannot be made, but behavior can be predicted by assessing comparable cases, that is, by induction. Because human behavior is strongly context-bound, research strategies are often participatory and intervening, and they must be participative such that the actors of the social system can cooperate in interpreting and assessing behaviors and their causes and also in intervening to test interventions in practice.

A closely related method is realistic evaluation, which applies a distinctive viewpoint on how interventions realize change. It is only by understanding and probing its apparatus of change that one can evaluate an initiative, program, project, et cetera. According to realistic evaluation, these are theories that are embedded, active, parts of open systems (Pawson and Tilley, 1997; 2004).

In this method, the emphasis is on the context, as the specific characteristics of a situation can be decisive of the outcome. The context is also important in terms of replicating an intervention in a future setting or in learning possible generalizable causal patterns. A direct relationship can be established using prescriptive knowledge and more or less follows the logic of Bunge's (1967) technological rule. The logic of

the prescription is: “if you want to achieve outcome O in context C, then use the invention type I.” Pawson and Tilley (1997) added to the above argument by raising the issue of causality, that is, by asking through which generative mechanism(s) the intervention produces the outcome in the given context.

To study the situation well, Pawson and Tilley (1997) introduced the context-mechanism-outcome (CMO) configuration, which attempts to identify causal and situational triggers that lead to changes in behavior or response to interventions. As they state, ‘.. see what the initiative fires in people’s mind. This is what a realist means by mechanisms; we cannot simply treat programmes as things, we have to follow them through into the choices made by recipients.’ (Pawson and Tilley, 1997, p. 188)

Realistic evaluators can then identify, modify, test, and refine the CMO configurations. The realist evaluation is a “member” of a family of theory-based evaluation approaches that begin by clarifying the “program theory”: the mechanisms that are likely to operate, the context in which they might operate, and the outcome that will be observed if they operate as expected. Realist approaches assume that nothing works everywhere for everyone: Context makes a great difference to program outcomes. A realistic evaluation does not ask “What works?” but “how or why does this work, for whom, and in what circumstances?” Realistic impact evaluation is most appropriate for evaluating new initiatives or programs that seem to work but for which the “how and for whom” is not yet understood; programs that have previously demonstrated mixed patterns of outcomes; and programs that will be scaled up, in order to understand how to adapt the intervention to new contexts (Westhorp, 2014).

Pawson and Tilley (1997) acknowledge that, when it comes to the choice of method, realistic evaluation can be based on methodological pluralism and thus on both qualitative and quantitative approaches. They do not provide a step-by-step plan for this. Later, however, Blamey and Mackenzie (2007) did so on the basis of the ideas and information at hand.

Step 1: Through dialogue with program implementers (along with other initiators), the evaluator attempts to understand the nature of the intervention or program: What is

the aim, who is the target group, who is targeted, what kinds of contexts and settings are acted upon, and what prevailing theoretical principles will work in this context?

Step 2: A series of mini-theories that relate the various contexts of the initiative or program to (multiple) mechanisms by which it might operate to produce different outcomes are mapped out.

Step 3: In this stage, an overview of the initiative or program in action (outcome inquiry) is undertaken to identify which possible quantitative and qualitative outcomes can be determined.

Step 4: Through an exploration of how CMO configurations are realized within an initiative or program, tentative theories of what works for whom in what circumstances are refined and developed.

The context-intervention-mechanism-outcome (CIMO) approach can be related to the model of an SEES. Step 1 is reflected in the theoretical construct of an SEES, explained in the previous chapter, in which a number of theoretical models are included (Step 2). In the following empirical and practical research part, Steps 3 and 4 are involved. The context is formed by the framework and systemic conditions. The SEES is considered an intervention at a regional level, but within this research, the SEES, not the regional context or the possible impact at the regional level, is central. Within an SEES, entrepreneurial activities are considered as interventions, and sport is considered as an important mechanism.

This means that in addition to the interest for the context and its conditions, attention is also paid to one specific mechanism: the role of sport as an intervention related to all sorts of entrepreneurial activities. The output and outcomes of these entrepreneurial activities in an SEES, and specifically in the sport mechanism, should be identified.

4.3 Case protocol and operationalization

Longitudinal participatory practice research, in which a number of different methods and techniques are used within a case study, is used to synthesize the context and conditions, interventions, sport as a mechanism, and outcomes in an SEES as set out

in Chapter 3. In this research, mixed-methods approach is considered within each case study, with internal validity being chosen for the term inference quality and external validity for the term inference transferability (Tavecchio, 2010). As stated, this research has, for the most part, a qualitative character. A quantitative method is also used with regard to the SEES systemic conditions, including willingness to participate, which means that triangulation for the systemic conditions is used.

The object of this research is an (entrepreneurial) elite sport organization that acts in cooperation with its business club (consisting of a diversity of profit and nonprofit parties) to support involved young entrepreneurs and start-ups in the region. An SEES is thus initiated and developed and supported by a number of elements (defined in theory as the 4S). The question is thus how and in what way mechanisms related to sport contribute to the elements that subsequently leads to value creation and impact within the SEES itself and possibly the region (development) as “outcome.”

4.3.1 Context

4.3.1.1 Regional: Framework conditions

The context in which an SEES operates is based on regional conditions, and this context is the same for both the individual organizations in the region and the SEES in the region.

A description of the regional context forms the foundation of an SEES, which is formed by an (entrepreneurial) elite sport organization, its business club members, and starting entrepreneurs, all of which act in the region concerned. Various Dutch national and regional studies are available and are being conducted to map the degree of entrepreneurship at a regional level for example by the Central Bureau for Statistics (CBS), the Global Entrepreneurship Monitor, the Social Cultural Planning Office (SCP), and the Ministry of Economic Affairs.

4.3.1.2 SEES: Framework and systemic conditions

Helix

With the region as a framework, an SEES begins with a number of parties. A general description of the elite sport organization that functions as a platform for an SEES, as

well as the business club partners that collaborate with the organization, is provided based on desk research and provides the framework conditions. Based on desk research, the number of parties are verified and partners are appointed as profit or nonprofit parties, so the various partners presented can be fitted within the formulated quintuple helix (Carayannis et al., 2012):

1. Education: This concerns knowledge and educational institutes, which can be higher- or middle- (vocational-) education institutions and sometimes also secondary- or primary-education institutions. Specifically, it is examined whether sports-related vocational education will be present in the future partnership.

2. Economic: This mainly concerns profit organizations, which can be multinationals, corporate organizations, or small-to-medium enterprises and the specific target group of starters or start-ups.

3. Political: This mainly concerns government organizations at the municipal or provincial levels.

4. Media-based and culture-based public: In general, these include media organizations; voluntary sports organizations (e.g., sports clubs or foundations) included in the elite sport organization (although these may also fall under the economic element, depending on the situation); charity organizations; organizations and companies acting on an social basis, such as foundations and associations that stimulate entrepreneurship; businesses in the region; et cetera.

5. Natural system: In particular, these are organizations that strive for or work to maintain the sustainable development and conservation of, among other things, energy, water, soil, air and atmosphere, et cetera.

Of course, the central parties within an SEES are the elite sport organization, the business partners, and the starting entrepreneurs.

Willingness to participate

Parties can show interest in participating in an SEES; however, the extent to which they are willing to participate is not always clear. This willingness is an important

overall condition consisting of a number of elements that are also cited by others as systemic conditions (see the previous chapter). To make this willingness explicit, in accordance with the systemic conditions, an operationalization has been made in this research. Participation in an SEES, seen as an innovative project, represents a change in “normal” behavior. The determinants of willingness for this change related to an implementation of an innovation have already been operationalized and included in a questionnaire. This is a supportive quantitative approach based on the Decision Determinant Questionnaire (DDQ) (Bedel et al., 1985, Bijl and Van den Boogaart, 1992). The items of the DDQ are merged into eight variables, which are operationalizations of the eponymous factors from the so-called A VICTORY model, which influence the successful implementation of an innovation in an organization (Davis, 1971).

A closer look at the contents of the DDQ questionnaire and the A VICTORY model related to the systemic conditions by means of the 4S shows that, as explained previously, the elements of the A VICTORY model can be related to scope, skill, and scale. The fourth S, social condition, has already been realized, because all organizations have already joined or contacted the SEES: After all, the social element enables access to the other elements within the S-model, as discussed in the previous chapter.

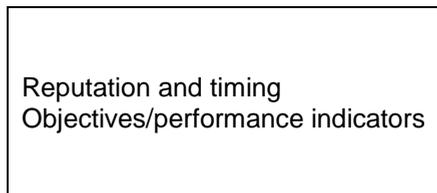
As a result, the systemic conditions contained in the acronym A VICTORY and connected to the helix parties participating in an SEES can be brought together in the assumed 4S elements that are all connected via the social element by the elite sport organization, the business partners, and the starters.

The 4S model

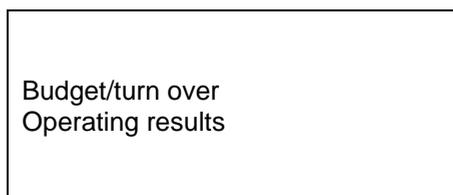
The 4Ss form the active ingredients that contribute to change in the individual organizations, the system, and the regional context. The framework conditions and, later, the “backlash” of mechanisms and output or outcomes affect these elements, which also ensures the dynamic character in the system. The variables that are inventoried per S are based on earlier operationalizations (Groen et al., 2002; 2005; 2008; Heuven, 2009; Middel et al., 2007; Parsons 1964; Stam (2014).

Based on previous categorization and interpretation, the four S-elements are operationalized as follows:

With regard to the strategic element (scope), an inventory is made of changes in reputation and of objectives. The strategic element is visible in the following:



The economic element (scale) within an SEES can be traced back to the economic-financial aspects in the form of money or its direct equivalents. In addition, resources can be traced back to this. The economic element is retrieved by requesting changes in budget or turnover and operating result:



The cultural mechanism (skills) relates to experiences, knowledge accumulation, and cultural and symbolic values on how the current behavioral processes and patterns are built and maintained. Within an SEES, this directly affects the many cultural aspects within the world of sports, such as the physical infrastructure, but it also has effects outside sports, on, for example, education and research. It thereby also has a direct relationship with business and social talent development and new knowledge. The cultural mechanism is identified by asking about situations and actions within the SEES that can be classified as learning moments and have led to changes in behavioral pattern.

Value
Educational/knowledge level

Finally, the social mechanism, namely, interacting and engaging in exchange with others, ensures alignment with the other three S-dimensions. Integration falls under this element and refers to the available relations and network positions in the network structure, which can be found within an SEES as institutions and actors within the network of the sports world and within the regular networks that exist outside the sports world and connect the two.

General support services or intermediaries can also be present. Just as in the world of sports, the social mechanism is also presented as extremely important within the entrepreneurial process. The various studies of sport and entrepreneurship are characterized by a focus on action processes. These actions, both in sport and in entrepreneurship, always engage with and depend on a context: clients and spectators, team members, regulators and enforcers, sponsors and financiers, media, administrators, managers, coaches and trainers, suppliers, competitors and opponents, support services, et cetera. The social mechanism is therefore the mechanism that connects the various actors and organizations.

To map out the social mechanism, attention is paid to who is in the network and their relations with actors in the elite sport organization, business club(s), and starters.

Network position
Relational network characteristics

The research can be visualized in an explanatory sequential design (Creswell and Plano, 2011) around the context or conditions.

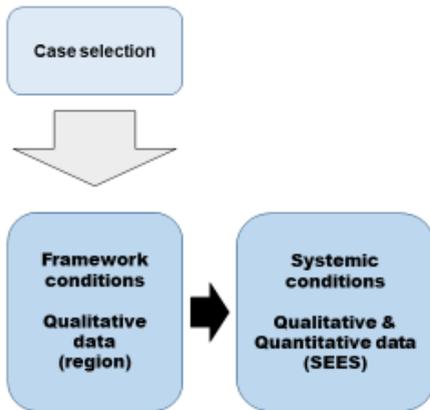


Figure 4.1 Conditions

4.3.2 Entrepreneurial activities and sport as a mechanism

In addition to the conditions, the activities that have been initiated in an SEES are the object of this research. These include sporting activities, such as visits to sports competitions and sports clinics, and network activities, such as lectures, workshops, guest visits, and networking drinks, which are open to participants and parties within the SEES.

With these activities, attempts are made to realize more fully the 4Ss in an SEES and to explicitly determine the role of sports as a mechanism in these activities and what leads to an increase of the 4Ss within individual organizations in particular and within the SEES as a whole.

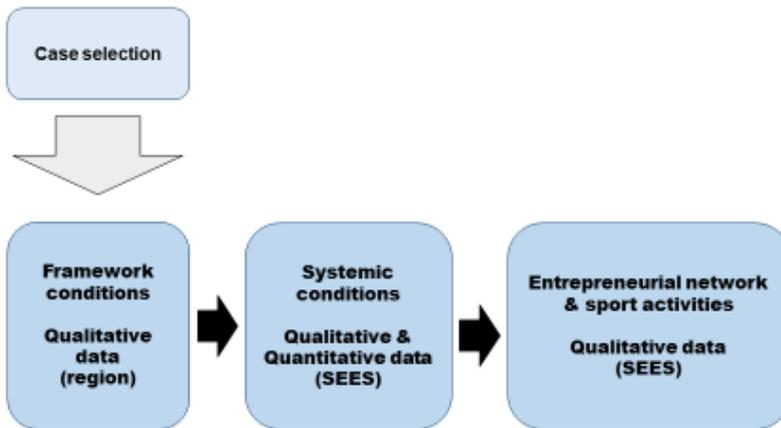


Figure 4.2 Conditions, interventions, and sport mechanisms

4.3.3 Outcomes

The outcomes in general relate to new conditions, processes, and products. The outcomes that are researched at the different levels are as follows:

Outcome 1: Increase and reinforce individual organizations in particular in terms of the 4S (systematic conditions) at the organizational level. Because the results concern a variety of organizations, the results relate to participation in the SEES, which leads to new business opportunities for an individual organization and enables entrepreneurship to be further developed. This is illustrated by an individual organization, in particular, a start-up organization within an SEES.

Outcome 2: A self-sustaining system (SEES) that evolves through an increase of its own system.

Outcome 3: Acceptance and consolidation of the SEES by contributing to the region in economic, social, and technical ways.

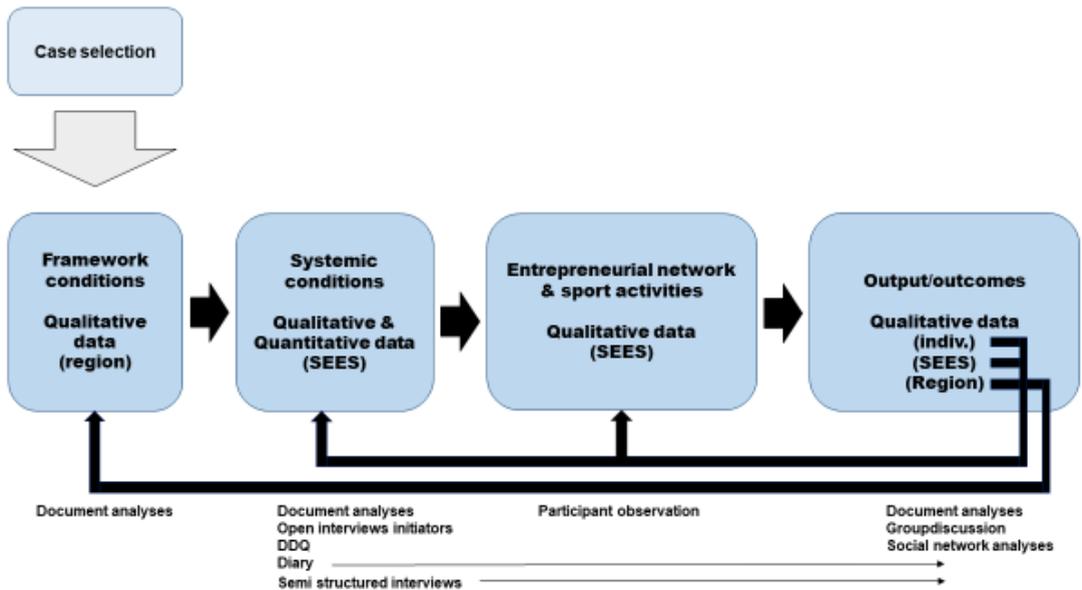


Figure 4.3 Conditions, interventions, sport mechanisms, and outcomes

In this regional context, as stated before, it is possible to refer to the (existing) regional studies, which can, for example, provide the empirical measures of the entrepreneurial ecosystem elements (Stam, 2015). Where existing regional (standard) information can be used (the Regional Competitiveness Index: central statistics of the Netherlands about the number of new registered companies per 1000 inhabitants, the Community Innovation Survey; EIM data about small-to-medium enterprises that have applied for loans, etc.). In this research, this level is limited to initial indications and, where possible, is related to the SEES.

All these outcomes at different levels then lead to one or more possible CMO configurations, where sport is the mechanism that could contribute to an SEES. This completes Steps 3 and 4 in the plan of Blamey and Mackenzie (2007) introduced previously. However, as one case of an SEES will not be sufficient, several SEESs are needed to design such CMO configurations (see the earlier sections of this chapter).

4.4 Sample and selection

To make an inventory of the basic conditions within each SEES, the model (Figure 3.8) in Chapter 3 is essential. Entrepreneurship should be a theme of interest to a region, and elite-level sport teams must be available to make an elite-level sports organization the platform. Furthermore, this organization must be open for research, and it essential that organizations that can be part of the aforementioned helix be available. These factors have determined the selection of the cases, because as the initiatives must bring sports organization, sports business club and starting entrepreneurs together, the presence of sports institutions must be ensured. These institutions can be at the government level (e.g., a local sports department or organization or representative for sports within the council of mayor and aldermen); in education through vocational training at the higher-education level (e.g., physical education, sports sciences) or at the middle vocational training level (e.g., CIOS or MDGO sports and exercise); and in the business sector in the form of sports organizations and non-sports organizations related to an elite sport organization in a business club.

A certain sports-loving culture in the region is guaranteed by actual contact among the aforementioned parties related to an elite sport organization, which is also equipped with a physical sports facility in which several thousand spectators can also be accommodated.

A number of cases have been identified that involve cooperation between an elite sport organization (performing at the highest national level in a team sport with a chance to win national sport competitions as a national champion, a cup winner, or a qualifier for competitions at European level, etc.) and a business club that also involve a group of third parties (young entrepreneurs).

Therefore, the case selection is limited to team sports and partnerships with a relatively large (more or less comparable) regional character in the Netherlands. Furthermore, multiple values must be defined beforehand at the regional level in the cooperation; these values include the intention to contribute to regional development economically, sustainably, or socially. In addition, several helix parties must be

involved or become involved; these include governments, businesses, educational institutions, and sports clubs. However, it must be possible to analyze every case separately.

To realize a comparison among cases, a number of regions have been selected that are not directly at the center of attention in literature and practice. Three SEES in the northeast Netherlands have been selected, each with a different central sport discipline, which latter enables the value of the mechanism of the sport to be determined. The regions are in different provinces and all display a wish for further entrepreneurial growth and development.

Furthermore, to enable the impact of the SEES in the region to be determined, the selected cases are drawn from regions that have (in 2016/2017):

- a professional soccer organization acting in one of the two highest competitions at national level. Soccer is the most popular sport and has the highest impact on Dutch society (PWC, 2015);
- a fan range of a professional football organization that is among the top-five largest in the northeast Netherlands (based on KNVB Expertise Center 2016/2017);
- an economic regional function occupying a top-50 position in the economic top locations ranking 2016 (Bureau Louter, 2016);
- a supply of structural elite (sportliche) team sports (national league, excluding soccer);
- a supply of sports (higher- or middle vocational-) education;
- sporting events with national media attention (national newspaper or television) in addition to local sporting events and activities;
- a concrete idea or project (around an SEES) at a regional (elite) sport organization.

The largest cities in the northeast Netherlands, in which a professional soccer organization is active, were taken as a starting point and were set against the criteria, with the following result:

Table 4.1 Selection of cases

City	Fan reach professional Soccer top-five (province)	Economic regional function (top-50 position)	Elite sport (not soccer)	Sport-education	National media attention for sport events '17	SEES idea
Almelo		(69)	v			
Arnhem		v (47)	v	v hbo/mbo		v
Deventer		v (49)		v hbo	v EC ♀ soccer	
Doetinchem	v (Gelderland)	v (46)	v	v mbo	v EC ♀ soccer	v
Emmen		(185)	v			
Enschede	v (Overijssel)	(85)		v mbo	v EC ♀ soccer	v
Groningen	v (Groningen)	v (25)	v	v hbo/mbo	v four-mile running	v
Heerenveen	v (Friesland)	v (43)	v	v mbo	v Thialf ice-skating	v
Hengelo		v (13)	v		v FBK games, track and field	
Leeuwarden		(78)	v			
Nijmegen		(54)		v hbo/mbo	v four days, walking	
Zwolle	v (Overijssel)	v (4)	v	v hbo/mbo		v

v: available/meets criteria

hbo: higher vocational education/university of applied sciences

mbo: middle vocational education

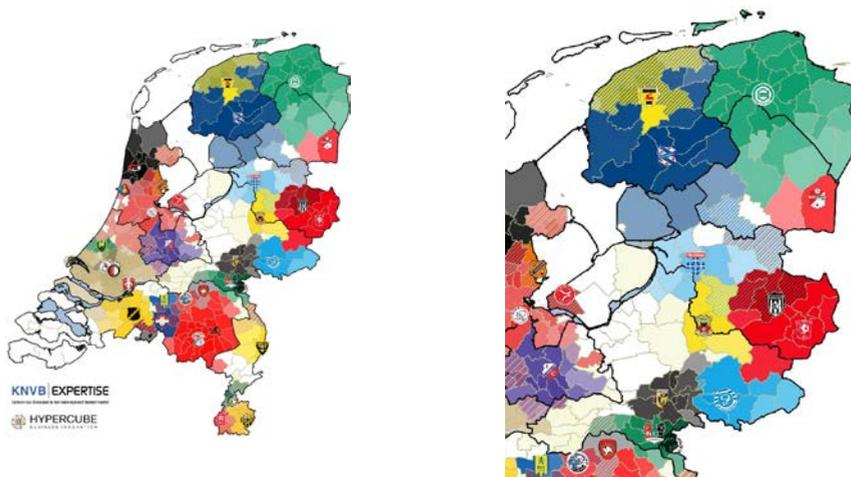


Figure 4.4: Fanchart professional Dutch soccer (KNVB Expertise centrum 2016/2017)

The choice was made for three case studies in three different regions (provinces), with various elite sport organizations in different team sports, with each organization having started an initiative related to business club and starting entrepreneurs:

Groningen: Donar, national champion (2017, 2018) and national cup winner (2017, 2018), active in a European league, with the project “Start-up Assist” in basketball; Donar, business club partners, and start-ups. Research period: September 2016–November 2017 (14 months).

Heerenveen: Sport Club Heerenveen, top-10 position in the national league (2017, 2018), active in a European league (2013), with the project “Young Business Lounge/Jong Business Loge” in soccer; sc Heerenveen, business club partners: Ondernemers Sociëteit Sportclub Heerenveen (OSSH), and start-ups and starting entrepreneurs. Research period: September 2017–July 2018 (11 months).

Doetinchem: Orion, national champion (2019) and national cup winner (2017), active in a European league, with the project Company Cluster/Bedrijven Qluster in volleyball; Orion, business partners and friends of ORION, and start-ups and starting entrepreneurs. Research period: December 2017-September 2018 (10 months).

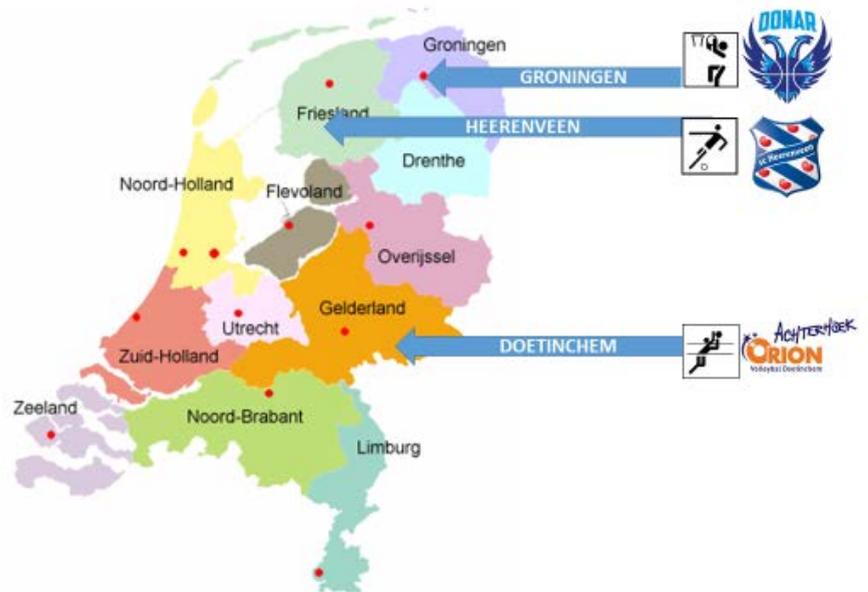


Figure 4.5 Locations of the selected cases

An operational coordinator was found for each case as a central person who manages contact with all actors involved, including graduating or graduated students with sport-related higher (professional) education (at the bachelor or master level). Parts of this research can thus be applied to other study purposes. In particular, the collected and analyzed data is a valuable contribution of interest to several other studies and can be considered a contribution of this research.

4.5 Data sources and measurements

4.5.1 Context: Framework conditions

The context and conditions for each SEES are described with a mixed multi-method, as explained below in more detail.

The identification of the framework conditions is based on an analysis of documents from the parties that are involved in the initiative to realize cooperation at a regional level of an elite sport organization with its business club and starting entrepreneurs. These documents include business plans, annual reports, project documentation, minutes, media statements, d-bases, and lists of participants, as well as the intake

interviews with participants and visits to the physical locations in which the SEES is located.

4.5.2 Context: Systematic conditions

The systematic conditions are collected from the organizations in the so-called helix that were open for research and interested in an SEES. Ten representatives of the elite, ten business partners with a diversity of backgrounds and helix-organizations (including profit and nonprofit), and ten starters were selected per case. All the respondents were involved in the starting period of an SEES, and most of the time, these were the maximum number of people involved, meaning that almost all those directly involved in an SEES initiative were questioned.

The conditions are formulated based on the 4S elements with help of the A VICTORY model (see Section 3.4). The variables of the A VICTORY model are retrieved by a quantitative study related to willingness to participate.

Each respondent, that is, ten elite sports organization representatives, ten business partners, and ten starters per case, is asked to fill out a questionnaire (Appendix 1) that concerns the earlier mentioned DDQ (Bedel et al., 1985; Bijl and Van den Bogaart, 1992). As stated earlier, the items of the DDQ pertain to eight variables, which are operationalizations of the factors of the A VICTORY model. These variables influence the successful implementation of an innovation in an organization (Davis, 1971) and measure willingness to participate. Logically, people are positively opposed to the participation, but the A VICTORY model provides insight into that willingness.

The DDQ has been translated and used in Dutch in earlier studies, and it appears that the questionnaire can be completed quickly and without many problems (Van den Bogaart and Wintels, 1988; Bijl and Van den Bogaart, 1992). The DDQ has been found to be reliable and valid: The content validity was examined with the help of a "PRICIPALS" analysis (Van den Bogaart and Wintels, 1988), which demonstrated that seven of the eight scales met the criterion of 0.40. The fit of the scales varied from 0.35 to 0.65, and the internal consistency, measured with a Cronbach's α , produced an average value of 0.69. The score on the scales varied between 0.53 and 0.82. To

measure the stability, a second measurement was taken eighteen months after the first, and six of the seven variables correlated significantly. The correlation on the scales then varied from 0.19 to 0.69. The intersubjectivity, whereby the results of different parties are correlated with each other, can be called moderately positive. The score on the scales varied from 0.14 to 0.45 (Bijl and Van den Bogaart, 1992). In a study (Vermeulen, 2009) of willingness to change at an institution for youth care, the DDQ was again analyzed for its reliability, and the α of the eight scales of the DDQ in this case were 0.79 and can thus be called reliable. In total, the α was 0.869. A confirmatory factor analysis with varimax rotation has also been used (Vermeulen, 2009) to determine whether the composition of the score of willingness to change in the DDQ corresponds between this study and that of Bijl and Van and Bogaart (1992), and the conditions are met. An extensive quantitative study on interventions in youth care (Stals et al., 2008) has also shown that the DDQ is a reliable and valid instrument for measuring the willingness to change when implementing interventions. That study elaborated on the internal consistency, the dimensionality, and the measurement invariance of the questionnaire.

In this study, the values of the DDQ are measured and related to the 4S model (Section 3.4 and Appendix 2) in the three SEES cases. Data was collected, focusing on the 4S aspects, on the initiation of each SEES when the actors of an elite sport organization, business partners, and start-ups actually participated in entrepreneurial or sports-related activities and meetings. The data was gathered by methods and techniques according to a qualitative perspective, as detailed below, with the support of the so-called quick reference card (Appendix 3), using the operationalizations.

The data of these qualitative research part was obtained through the following methods:

1. Document analyses

Strategic aspects (Scope) are gathered in the following documents: project business plan, project documents, board meeting and project organization minutes, and annual reports.

Economic aspects (Scale) are gathered in the following documents: financial annual

reports, financial accounting reports, budget overviews, and contracts.

Cultural aspects (Skills) are gathered in the following documents: website information, marketing messages, media statements, internal personnel information, and annual reports.

Social aspects are gathered in the following documents: participant lists, member databases and CRM info, and memberships.

2. Open interviews

These interviews with founders of the SEES initiative individually or in groups occurred to determine the conditions and possible future plans and to determine the starting situation of the SEES. A representative of the elite sport organization is always involved, for the most part the operational coordinator of the initiative.

3. Diary study

Within each case, an operational coordinating person (key officer or contact person) was identified. This was in all cases a bachelor's or master's student involved in an internship or research-project (the final stage of study), who took care of much operational support and had access to all involved persons and activities. This made it possible to obtain information from a participatory perspective for a longer period, of at least half a year, through periodic interviews and a diary review by these persons. Each operational coordinator was asked to keep a diary on a weekly basis in which important moments regarding the SEES were noted, including plans, activities, problems, solutions, and experiences, as well as negative or positive results. This occurred for a period of at least half a year. Once every two weeks, an interview was conducted concerning the diary wherein its contents were described. The coordinators were briefed by the researcher before the beginning of the research period.

By using a diary method, it was possible to gather data in the context of peoples' natural lives, allowing phenomena and processes to be assessed in their natural setting. Daily diaries refer to experiences and processes occurring during the day, and one advantage of diary studies compared to survey studies is the reduction of retrospective bias, which is known to threaten the validity of more general surveys

(Ohly et al., 2010); instead, diary studies help transcend static models of human behavior in the work context and stimulate reflexivity. The diary was paper-based in a small booklet and focused on the 4S aspects. The technique was in situ logging, according to which participants were asked to log information about relevant activities and the situation in which they occur. This technique is best reserved for situations for which a large volume of diary entries is not foreseen. Participants were students or alumni of a sports-related study. Apart from the advantages of enhanced data trustworthiness and enhanced understanding of the role of coordinator, reflexivity in itself can be empowering and can help to monitor the process as a whole. Reflexivity is an on-going process that does not start and stop with the research project, and the use of a research diary was grounded in the epistemological position of social constructionism and the need for flexibility in research. Action does not occur in a social vacuum, and the wider context and social embeddedness of human action must be considered in order to gain a full understanding of the subject of study. Given that the research situation of an SEES is itself a social encounter, it is necessary to reflect upon the range of factors that impact the interpretations that have been gathered (Nadin and Cassell, 2006).

4. Semi-structured interviews

Semi-structured interviews were also conducted within each case with ten representatives from the elite sport organization, ten representatives from the business club, and ten starting entrepreneurs involved in the SEES initiative during the research period. Questions concerned the systematic conditions and the change in these conditions as a result of participation in the SEES, on the basis of the operationalization of the 4S elements (the quick reference card was used during the interview). To verify the quantitative information, the eight elements of the A VICTORY model were also discussed.

Processing occurred in the form of open and partly axial coding of the operationalizations of the 4S using the following labels:

Strategy/Scope: # reputation, # timing en # objective

Scale: # budget, # turn-over, # operating result

Skill: # values, # education, # knowledge

Social: Of course, there is coding on # network, but for the sake of depth this is code is differentiated between network position and network characteristic(s). To score the positional network properties and the strength of relationship to others, existing measures for network characteristics was used. For the propositional part of the network, McEvily and Zaheer's tool (1999) was used (Appendix 3). Each person was asked to mention (as far as possible) at least five key individuals in the SEES initiative and to relate whether they knew each other.

To measure the relational network characteristics among other actors, Granovetter's assessments of tie strength was used (Appendix 4). This measurement indicates the strength of ties by asking questions about the intimacy, frequency, and length of contact (Granovetter, 1973). These questions were posed to each person and the information verified with the operational coordinator. This information was then converted into a social network analysis, where a score equal to or greater than 20 (the sum of the three variables intimacy, frequency, and length of contact) resulted in the designation of a mutual bond.

4.5.3 Mechanisms

In addition to conditions, an attempt was made to construct statements about the relationship between the conditions and sport mechanisms in interventions or activities and outcomes. With regard to the mechanisms, the role of the sport in the entrepreneurial activities of an SEES were focused on. The sport can be seen here from various layers, as explained in Chapter 1. Both active and passive sports' participation comprise the first layer, while the second consisted of the infrastructure, subdivided into software (knowledge, information, and know how), hardware (accommodation, technology, etc.), and orgware (organizational forms, competitions, etc.); the third level comprised the sports capital that can be regarded as the values of sport (health, socialization, economic growth, etc.).

Possible mechanisms were identified by analyzing what occurs in the entrepreneurial processes among the various actors within an SEES. These processes are influenced by a number of activities and events, which include the moments before, during, and after the (top) sports activities in which the actors are involved together. These also include network activities or events, directly or indirectly related to the top sports activities, in which the actors in an SEES meet.

By interviews, presence at organized activities, documents, and diaries, the researcher was able to look for and listen to the situations in which the sport was mentioned to identify the matters that impact entrepreneurship or the entrepreneurial processes of the actors and organizations involved in the SEES. All these parties knew that the researcher was present as a representative of an educational institution and that research was being conducted into the operation of the initiative. It was also known that an old relationship existed between the operational coordinator of the initiative and the educational institution. Furthermore, no recordings were used other than photographic material and notes on the spot so as to prevent people from monitoring their (re)actions and expressions during the activities and events.

The functions and roles that are attributed to sports in literature (mentioned in Chapter 1) were used as a starting point; these are personal development (including talent development), social bonding (including nationality or identity reinforcement), and health and economic advantages (including employment and reputation) (Van Bottenburg and Schuyt, 1996; ABNAMRO, 2008; Broeke, 2010; PWC, 2015,). However, these functions mainly relate to “doing sports,” that is, to engaging in active sports activities. Because an SEES is mainly related to elite sports and the emphasis is on passive (elite) sports activities, the social significance and values of elite sports are considered as well: the development value, the inspirational value, the identification value, and the economic value (Van Bottenburg, et al., 2012).

These values have been the guiding principles in the search for the value of sport as a mechanism within an SEES. That is why they are also included in the quick reference card used in the qualitative data collection to conduct conversations and thereby obtain data.

4.5.4. Output and outcomes

The outputs and outcomes of these entrepreneurial processes in which the sport mechanisms operate involved various aspects. The following elements are used to map these outputs and outcomes, which reflect the degree of success of the SEES and the degree of multi-value creation related to the 4Ss:

1. Outcome on an individual and organizational level:

- Transactions (turnover or profit) (scale)
- Amount of SEES budget (scale)
- Knowledge (new initiatives) (skills)
- Ideas (new initiatives) (skills)
- Changes in business (scope)
- Attractiveness (media attention) (scope)
- Changes in 4S conditions: willingness to participate

In addition to the semi-structured interviews and diary, for each SEES case, one in-depth interview was held with one of the start-ups to realize an example of a start-up case in which the 4Ss are explained. These start-ups were selected based on active participation in the SEES and whether they were listed as a start-up in the output of McEvily and Zaheer's tool. The start-up organizations were visited, the stakeholders contacted, and in-depth interviews with the entrepreneurs of the start-ups conducted.

2. Outcome on an SEES level:

- Quantity (amount of business partners in quality indices) (skills)
- Quantity (amount of start-ups in quality rankings and indices) (skills)
- Creation of new (joined) initiatives (scope)
- Attractiveness (amount of start-ups) (social)
- Involvement of sport athletes (social)
- Involvement of other systems (social)

- Turnover or budget of SEES-related elite sport organizations (scale)
- Changes in 4S conditions

Based on the available documents of the SEES, the diaries, and information from the semi-structured interviews, a project-group discussion was held with those responsible for the initiative, including the operational coordinator and at least one representative of the elite sport organization and, if applicable, a representative from the project group of the start-ups (usually the individual case) and the business partners.

3. Outcome on a regional level:

These outcomes are not immediately visible and also fall beyond the scope of this research. However, the changes in the 4S conditions that can be related to the region are examined. During the interviews, participants were also asked about the development of the 4S elements in the region and, if applicable, what conditions changed in the SEES framework.

Ultimately, the three investigated cases were juxtaposed and selectively coded where possible. In fact, the process involved not coding but comparing the cases in order to be able to inductively form statements about the working of an SEES.

Based on (possible) constructed and formulated CMO configurations, an overview of the initiative in action is provided. Based on an exploration of the workings of the CMO configuration within the initiative, connections, and relationships are established and an overview of what works for whom and in what circumstances is provided.

Finally, based on the data obtained, an attempt was made to tighten the CMO configuration with the project or guiding groups or with the key persons responsible for the implementation of the SEES. This with the aim to formulate the relevant (f)actors for an SEES. Subsequently these (f)actors are also viewed from an educational perspective with a focus-group of experts from sport education institutes to strengthen the role of professional vocational education in such innovative concepts, thereby indicating how an SEES can be professionalized giving an impulse to sports vocational training to fill potential labor market demand.

To process and analyze such a diverse collection of data, the software IBM SPSS statistics, version 24, was used for the quantitative analyses; ATLAS.ti, version 7.5.1, was used for the qualitative analyses of interviews and text fragments; and Pajek, 64 bit, version 5.06a, was used for the social network analysis.

Chapter 5 RESULTS

In this chapter, the three cases are discussed separately: subchapters 5A, 5B and 5C. Each subchapter is based on the model and methodology described in Chapter 3 and 4. In Chapter 6 generalisability is used to describe the applicability of findings beyond the research sample (Goertz and Mahony, 2012). That makes it possible to demonstrate that the outcomes in the cases selected are enough alike to be treated as instances of the same construct.

The question of interest is how the cases are alike. Therefore, special emphasis is given to the cases themselves instead of variables across cases. Such a case-oriented approach to conducting typologies is therefore particularistic. The three cases are described and analysed (as set out in the previous chapter) step by step in this chapter.

Chapter 5A Case: Elite basketball organization Donar, Groningen

5A.1 Context

Groningen is the northern province in the Netherlands, with the capital of Groningen-City. It is a rural area with a central city. Groningen-City is the main city in the northern part of the Netherlands, with approximately 200,000 inhabitants (CBS Statline, 2018), while the whole province has approximately 600,000 inhabitants (CBS Statline, 2018). Groningen's population includes about 60,000 students, 50% of whom live in Groningen-City (CBS Statline, 2018). The University of Groningen is the only academic university in the northern part of the Netherlands, while there are 3 universities of applied sciences (UAS) in the northern part of the Netherlands. Approximately 10% of all universities students are international, primarily from Germany, the UK and China (RuG/HG, 2017). Start-ups are popular amongst students and these entrepreneurial initiatives are promoted in Groningen for regional development (Gemeente Groningen, 2017).

The region is known for its sobriety. The physical infrastructure is good. Groningen-City is a 1.5-hour drive or train trip from the Dutch capital Amsterdam. Groningen also contains a regional airport (Groningen Airport Eelde) and harbour (Eemshaven).

Groningen is home to professional elite sports teams. Its professional soccer team plays in the highest national league (2017/2018), its professional volleyball and basketball teams are the national champions (2017/2018) and/or cup winners (2017/2018). The region contains all kinds of sporting facilities. The professional soccer organization has its own stadium, with a capacity of 22,500 spectators, which also contains retail, business and educational organizations. Basketball and volleyball use the sporting facilities of the local government together with other (sport) organizations. Most elite sports organizations have a business club with most members from the Groningen region. There are some contacts between the business clubs, but these are superficial.

From a governmental perspective, the municipality of Groningen stated they want to stimulate and encourage entrepreneurship with the following goals: to facilitate growth

of the city and employment opportunities in city and region, to strive for a livable and attractive city for all inhabitants, a focus on energy transition, letting everybody be involved and supporting the growing city. In Groningen, five major focus-themes are formulated: health, energy, digital society, bio-based economy and agri-food (Gemeente Groningen, 2017).

An entrepreneurial dynamic surrounds Groningen-City. This dynamic is illustrated with the following statistics: The level of investments by venture capitalists has increased from €13.6 million in 2013 to €33 million in 2016, job-vacancies have increased from 9.0% in 2015 to 17.2% in 2017 although the employment rate in 2017 in Groningen was 6.2%, higher than the Dutch average 4.9% (CBS, 2017; Raspe 2017).

5A.2 SEES conditions

Helix

The foundation Donar is the professional elite sport basketball organization in Groningen. Its team is successful at the national level and competitive at the elite European level. Donar's core values are involved and proud, driven and ambitious, energetic and sustainable, and connected to the region.

After their main sponsor left, resulting in some financial concerns and changes in the board, Donar emerged with new diligence and a focus on operational excellence within the organization and top performances in sports. From a commercial perspective, a relationship was developed by the new board in the regional government's agenda and education: the creation of more entrepreneurship and employment. This led to the creation of Donar Start Up Assist (DSUA), in which Donar facilitates a platform for business club members and new entrepreneurs to meet and exchange ideas and organize various networking activities (e.g., workshops, company visits, guest lectures, personal coaching) to combine with attending Donar basketball team sport activities (see Appendix 6). In this initiative, the business club members pay a fee to Donar and adopt a start-up. Start-up organizations are obligated to actively participate in DSUA-project facilitated by Donar.

DSUA has combined networking, business, sport (entertainment) and new knowledge with the aim to create added value for the club (e.g., financial revenues with more/different partners), the DSUA business club members, other members and start-ups (e.g., new services, ideas, contacts). Therefore, new opportunities have been created for the individual organization, combination of organizations and the region as a whole. To realise the project, Donar started a project organization supported by its board, and they contacted various educational and intensive knowledge-based institutions, governmental bodies, sports related organizations, small and medium-sized enterprises and multinationals that wanted to participate in the initiative.

DSUA was launched in September 2016 with founding business partners from businesses and nonprofit organizations from the government and education sectors. A separation between partners and suppliers was not possible. Some participants brought in money and some brought other resources or combinations of resources. Other partners brought in start-up organizations. As time passed, administrative processes and agreements became more professional. An example is that an young just-graduated operational coordinator was appointed (part-time) to work in close cooperation with the management for DSUA.

Therefore, related to the helix as stated in Chapter 3, almost all systems are represented by organizations, with the exception of the natural system. However there are parties that are connected with this system from business and politics, the actions in this SEES context do not deal with ideas, interests and interfering with the natural aspects. All the business partners and start-ups are related to the economic system. Therefore, no business partner or start-up can be categorised under a social enterprise.

In summary, helix:

- Education system, represented by several higher education institutes
- Economic system, represented by several business partners (SME) and start-ups
- Political environment, represented by local government (municipality)
- Media-based and culture-based public, represented by the elite sports organization, as well as foundations, (sports) clubs and local/regional news organizations who are interested in the concept
- Natural system, not represented

Willingness

Of course, the organizations involved are willing to participate in Donar Start Up Assist, since only such organizations were chosen for the respondents group. The question is what is this willingness and to what extent is an organization willing to contribute? A number of respondents were determined in this research who should be able to contribute by sharing their opinions based on their participation from the start of DSUA.

Not all 30 participants of DSUA, divided equally between the groups elite sports organization (SP), business partners (BP) and start-ups (SU) were able to fill in a questionnaire due to practical problems. Ultimately, the respondents were nine from Donar, eight from business partners, and ten from start-ups. All respondents were involved from the very beginning, with the exception of two start-ups, who joined about three months later. In addition, there are some missing values as a result of unclear or incomplete answers. Of the 30 questionnaires distributed, 27 could be processed. Given these numbers, the results can be considered as good indications of the groups, since about ten people or organizations per group did participate from the start. The (standardised) questionnaire can be considered methodologically valid. The willingness of respondents to participate in this innovation was operationalised in the eight variables of the A VICTORY model. The questions were all positively transformed with a construct made of each item, based on the related questions (Van

den Bogaart, 1992). The answers to the questions involved a 7-point scale from 1 (negative/not willing to 7 (positive/willing) (see Chapter 4).

Table 5.1: Descriptive AVICTORY scores DSUA

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ability_construct	27	3,00	7,00	5,42	1,07
Value_construct	27	3,83	7,00	5,56	,77
Idea_construct	27	3,60	7,00	5,06	,91
Circumst_construct	27	2,60	6.80	5,20	1,02
Timing_construct	27	4,00	7.00	5,75	,88
Obligation_construct	27	3,50	7,00	5,33	1,09
Resistance_construct	27	3.14	7.00	5.42	,85
Yield_construct	27	3,00	7,00	5,53	1,09

These descriptive scores, split between the groups of elite sports organization, business partners and start-ups within Donar Start Up Assist are shown in Table 5.2.

Table 5.2 Descriptive mean scores within DSUA, per group (SP: sports organization, BP: business partners, SU: start-ups)

	SP	BP	SU
N	9	8	10
Ability	5.2	6.2	5.0
Value	6.0	5.4	5.2
Idea	5.2	5.2	4.8
Circumstances	5.4	5.5	5.0
Timing	5.2	6.2	5.6
Obligation	6.3	4.6	5.3
Resistance	5.1	5.4	5.7
Yield	6.1	4.8	5.3

4S model, quantitative

As explain in Chapter 4, The eight variables were translated to the 4S model. The social element is not included here; it was considered a (necessary and conditional) binding mechanism. The translation led to the following (simplified) overview of the contribution of the underlying positive elements to the willingness to participate (all the items have equal weight) in Table 5.3.

Table 5.3 Scores of AVICTORY items translated in S elements within DSUA (per group)

S element	A VICTORY variables	Mean score
Scope/strategic	Circumstances, Timing, Obligation	5.4 (SP 5.6; BP 5.4; SU 5.3)
Scale/economical	Ability, Yield	5.4 (SP 5.7; BP 5.5; SU 5.2)
Skills/cultural	Value, Idea, Resistance	5.3 (SP 5.4; BP 5.3; SU 5.2)

This division of the scores based on the AVICTORY model shows that the Donar organization is the most positive in all items. This is in line with the DSUA initiative undertaken by Donar. The highest scores are on the S-element scale for Donar and the business partners. Start-ups have the lowest scores on all three elements. With an average of above 5, overall the elements have a good basis with regard to the willingness to participate

4S Model, systemic conditions, qualitative

In addition to the quantitative measurement, a qualitative measurement of the systemic conditions was also performed through open and semi-structured interviews

as well as diary-study and document analyses. These are contained in the four S model: the social, scope, skill and scale elements. The same 30 participants/respondents were considered. These were the representatives of the organizations involved in the founding of Donar Start Up Assist. That is 10 people from the elite sports organization Donar, 9 from the business partners (one cancelled the interview) and 10 from start-ups. Within each element quotes of the documents analysis, diary study and/or interviews illustrate the findings.

Social element

Donar Start Up Assist is the responsibility of the board member for commercial affairs. The founding of Donar Start Up Assist was a board decision taken by five board members, in consultation with and on the initiative of the members of the board of governance. Subsequently, the employees in Donar were informed and, where possible, involved. The prepared business case includes an estimate of the market that can be served:

'A selection in the address file of the Chamber of Commerce with as selection criteria 'start-ups, province of Groningen, registration 1/1/12 - 1/1/15, 1-10 employees' gives 1221 hits. Expansion to Friesland and Drenthe gives 4842 hits. An ambition of 50 start-ups would involve around 1-5% of this population, which is a real ambition. To get an idea of the population of established companies, we looked at companies with more than 50 employees with a main business or a branch in the province of Groningen. A selection at the Chamber of Commerce gives 240 registrations.'

Donar, Business case Start Up Assist, 2015, p.4

Business partners from Donar business club were asked to participate in DSUA. Some partners were suppliers with educational opportunities or specific know-how, others were partners through monetary payment. Six companies responded positively. In addition, three nonprofit organizations are engaged with the Donar organization (the municipality and higher education institutes) as partners. The mutual bond between the nonprofit parties was present at the administrative level; representatives of the partners knew each other and positively influenced each other. Two business partners participated because they had a nonprofit customer who participated and because

they had a good relationship with one or more board members of the sports organization Donar.

Three start-ups were met by Donar board representatives within an organization that facilitates start-ups with a joint business space and where a nonprofit partner was established on another floor. As a result, this facilitator became also a partner of DSUA. The total numbers of partners therefore reached 10. At the instigation of some partners, some start-ups were found so the total number of start-ups came to 11, and within 4 months this number was expanded to 15.

Quotes:

'Who could be against this, I cannot think of anyone, I expect that many parties want to hook up and it puts Donar central ...'

Donar representative (Isp03D)

'It was at the coffee table that someone who participated in DSUA stated that it might be something for us, we had no idea, but there were some big names of partner organizations mentioned, well that gave confidence.'

Start-up (Isu04D)

'... and if such a board member asks you full of enthusiasm then you do not want to say no, for that the relationship is traditionally too good, and of course it is also an innovative ideal'

Business partner DSUA (Ibp05D)

'The municipality and the education are important partners for us so that was actually the reason to say yes to participation fairly quickly'

Business partner DSUA (Ibp04D)

The initiative of DSUA started with three groups 1) the representatives of Donar, 2) the business partners (profit and non profit), and 3) the start-ups that create a relationship with their facilitator of space, who is now a business partner. Donar employees with a commercial focus knew the profit business partners. Each boardmember of Donar has its own network with a focus on a particular group: non profit organizations governmental or education or sportclubs, or profit organizations (SME, corporates, etc.) Contact between these groups was rare They did not know each other, other than a single bilateral relationship. Each boardmember of Donar saw an interest in the field/subgroup they were a representative of themselves: SME, large

corporation (profit business partners), education, government (non profit business partners). That made it possible to exchange views in meetings of the Donar board about the added value and willingness to participate of Donar and the possible partners in each subgroup.

The willingness of start-ups was mainly focused on curiosity for new people to develop their own organization in a professional field, although it was not described what that field was mostly.

Scope element

The aims and objectives of Donar with DSUA is to raise revenues and become a sustainable and socially responsible organization. Donar wants to create multiple values with partnerships. As Donar was in financially difficult times without a main sponsor, there was a need to develop new initiatives to raise money. From Donar's perspective the initiative of DSUA was one of them. This was the moment to develop new initiatives such as DSUA. Although DSUA is not directly related to active sports, the intention of the Donar board was to use sports as a source of inspiration for other domains in society.

'Of course Donar stands for an evening of elite sport and fun. But there's more. Donar is an institution in Groningen (city and region) and wants to use that position to play a social role of significance. Donar is part of the Groningen identity. Residents of the region Groningen see and feel that Donar personifies the Groningen core values of sobriety, hard work, 'don't snooze, but act' and interconnectedness. A healthy and well-run organization, basketball that is based on hard work and team spirit and contributes to the promotion, economy and quality of life in our region. That's Donar...'

Donar, Vision document 2016-2020, 2015, p.1

'Donar would like to make an important contribution to the creation of entrepreneurship and employment in the city of Groningen and its surrounding area, to bring new start-ups and established companies into contact with each other and to make use of the exposure that Donar generates. The purpose of this set-up is to structurally generate income for the exploitation of Donar.'

Donar, Business case Start Up Assist, 2015, p.1

As already stated, the main strategic reason that two business partners wanted to join DSUA was because a client of their organization participated in DSUA. This was the

case in for-profit organizations related to the local government and education. Participants also indicated that local government had a positive impact on the other organizations (business club members and start-ups). Furthermore, nearly half the business club members stated that their objective was to stimulate the northern region.

Most start-ups stated that they did not take part with a special purpose. Basketball is an attractive sport, and the start-ups were curious about the DSUA project. Once in the project, about half the start-ups wanted to convert network contacts to sales.

Quotes:

'We want to be more than just a sports organization, we also want to contribute to a positive economic impact in the region, which gives us as Donar an added value. We are not an organization that stops our hand. That is recognised and that helps the further development.'

Donar representative (lsp07D)

'I want to support the northern region, with DSUA I can do that in a way that fits our company: innovative, development-oriented in the broad sense and particularly good for the region.'

Business partner DSUA (lbp07D)

'By coincidence I ended up at DSUA, it was not a deliberate choice, if I had to make it, I would not have chosen it, due to lack of information. With the experience up to now, it was just the right moment.'

Start-up DSUA (Isu07D)

Scale element

Due to the developments within the sports world and Donar's situation, one of Donar's most important objectives is acquiring income. Donar's first ambition of an DSUA income stream of €200,000 has been set aside by partners, suppliers and start-ups. This with a total DSUA costs of €12,240 (included a cost item of 0.1 fte. for support), leaving a positive balance of €187,760 in Donar's profit and loss account.

*'Partners 5 x €20,000 + suppliers 10 x €7,500 + start-ups 50 x €500 =
A total income of €200,000'*

Donar, Budget forecast DSUA, 2015

It turned out that the start-ups were not willing to pay for participation. These costs were borne by business partners. Some partners were willing to pay a lump sum amount, others with an amount with an earmarked character regarding the participation of certain start-ups. Some partners were willing to make an extra financial contribution to their regular contribution to the Donar business club. Others paid the amount that would otherwise go to Donar's business club. A contribution of €15,000 was large for one person and relatively small for another. Furthermore, about half the business partners made their knowledge available so that Donar could organize events or knowledge intensive educational sessions.

The willingness of participating start-ups was related to investing time and energy within DSUA. Student-entrepreneurs seem willing to contribute more than the entrepreneurs who are not studying or graduating. The non-student entrepreneurs directly related providing time and energy to actual funds. They were also more focused on any expected sales/turnover, although they did not have a clear, unambiguous expectation.

Quotes:

'We pay the operational coordinator, it is a kind of learning workplace, so we invest in the relationship with Donar and the region. We want knowledge and relationships in return, this saves us development time and money in other areas.'

Business partner DSUA (lbp09D)

'Every year a fixed amount of the budget goes to Donar, they wanted DSUA to get off the ground. For me that is fine, also for the region.'

Business partner DSUA (lbp03D)

'When it comes to soccer, it costs a lot more money to participate in activities, then I find this initiative for the sport and also for the northern region has more value for money.'

Business partner DSUA (lbp05D)

'I do not pay anything as a start-up. The money flow is very unclear. As I understand a business partner pays for me. I wonder who invested in me. I would like to have contact, maybe I can mean something for this business partner, so that he or she can get some value for money.'

Start-up DSUA (Isu10D)

'I have stopped spending time and energy at the events anyway. Financially I cannot afford much, so a payment is unspeakable for me, maybe I get some assignments, that why I join in.'

Start-up DSUA (Isu03D)

Skills element

Respondents stated they did not have a very clear view on this item related to DSUA. Inspiration and networking were mentioned most as expected learning outcomes. Due to others' enthusiasm, people are prepared to delve into new themes and other domains.

Within the Donar organization, boardmembers like to be updated by the first responsible people of DSUA involved. Within the Donar organization it is agreed that this will be an 'adventure' where a lot can be learned. An example for such an initiative is not available, so things have to be invented, which fits within the Donar culture according to the Donar representatives.

For business partners, working within other domains is fun and educational. Also, they enjoy looking at the world differently. Events, with or without basketball, provide fun and added value for personal and/or organizational development. Business partners expect the start-ups to look at the world differently from the established order. Conversely, business partners (and Donar) think that start-ups can still learn a lot from the knowledge and experience of business partners.

'Start-ups often lack knowledge: financial, legal, fiscal, personnel/HR and/or ICT, export and/or marketing.'

Donar, Business case Start Up Assist, 2015, p. 2

Start-ups are open to new experiences and the business partners in particular are found interesting to contact for information and possible deals. Donar's board members are also frequently mentioned as interesting by start-ups, because they represent a company that might be an interesting contact start-ups want to put energy into it. What the added value might be does not have an unequivocal answer, but start-ups expect to obtain new ideas or insights in various fields.

Quotes:

'They are members of Donar's business club, which seem to be unaware of start-ups, but there is still a lot more to be gained in terms of knowledge, experience and networks.'

Donar representative (lsp08D)

'The way the youngsters look at the world is different from what I do.'

Business partner DSUA (lbp07D)

'I think I can learn a lot from experienced entrepreneurs, especially financially. In the field of ICT, most business partners, and start-ups, too, can learn a lot from us.'

Start-up DSUA (Isu04D)

'Developing my company, that's what I want, new insights and personal development is important, that is why I participate.'

Start-up DSUA (Isu05D)

Systemic conditions within the 4S-model, summary

The qualitative and quantitative data do not contradict each other. The social component, not included in the quantitative part, has grown strongly in terms of conditions within DSUA. From a few initiators who already knew each other, a community has arisen that intends to work together. The relationships within the organization Donar were strong from the start, and business partners who already knew each other from the business club (50% of this group) continued this within DSUA. Most start-ups did not know each other in the beginning; three knew each other relatively well through working at the same location in the city of Groningen. During the operation of DSUA, participants got to know each other better, especially the start-ups.

Within the sports organization Donar, it is considered by boardmembers strategically useful to implement this DSUA-initiative. The momentum and the need were there, because of a financial need, a new board with new views and ambitions .

Economically, boardmembers are hesitant about whether the (available) investment in time, money and energy leads to desired results, However boardmembers think they have started a good initiative and are willing to give it their full support. In particular,

this initiative is regarded as a learning moment for the entire Donar organization and fits the organization's current situation.

The business partners do not have a special strategic interest in this project. Some consider their contribution to the initiative as sponsoring or contribution to a good social/regional goal. The regional character was emphasised by a handful business partners, they stated that cooperation with energy or health initiatives (as regional spearheads) may be an option.

The business partners are (obviously) able and willing to contribute to this DSUA project. Their opinions about the size of the contribution varies; some find it relatively small, others consider it a considerable contribution. The method of contribution also varies, as stated earlier. Generic statements about the contribution this are difficult to formulate. The idea and the potential values of DSUA are readily embraced by boardmembers and Donar employees and on average fit in well with the organizations.

The start-ups score lower at all elements compared with business partners and the Donar representatives. Strategically, people do not yet know what to expect. They score positively in an expectation of 'seeing what it is.' Start-ups stated this in the interview, with some not thinking that they entered into an obligation. Economically, on average, start-ups are cautious in their commitment to contribute, although in terms of revenue they are not easily disappointed. One start-up scored neutrally on matters related to the cultural element. The DSUA idea and the values are not immediately embraced by start-ups, they are on average. Start-ups seem to be careful, but curious. They adopt the 'wait and see approach' and a 'it does not work, does not harm' mentality.

5A.3 Sport as a mechanism.

SEES activities

During this research, several sport and network activities took place within Start Up Assist Donar: (international) matches of Donar related to networking activities before

the match, during breaks and after the match, company visits with business partners or start-ups, guest lectures by business partners (universities and corporate companies) and start-ups with innovative stories. Donar organized guest lectures, such as by the head coach of the Donar professional team, and basketball activities (clinics) for business club members and start-ups.

Additional information about the project was obtained by participating in six events (26 September 2016, 15 November 2016, 30 January 2017, 28 March 2017, 24 May 2017, 19 June 2017) as part of the Donar Start Up Assist project and regular visits to matches/sport events of Donar in the same period. At these events representatives of Donar, (potential) business partners and start-ups were present.

Role of sport

The events of DSUA that were related to the elite sport activities often allowed business partners and start-ups to meet each other. If a start-up had brought a contact with them, they focused on that contact and had less interaction with others. The Donar representatives were often busy with fleeting contacts with various business partners, including individual start-ups. There were two Donar representatives who made active contact between both parties (business partners and start-ups): the operational coordinator and the Donar board member for commercial affairs. Later, the project group DSUA took over this role, especially between the start-ups. Before, during and after the matches, start-ups experienced that contact with business partners can be made relatively quickly, as they were present. During a separate DSUA event, it was easy to make a business contact by mentioning the sports event. Start-ups could ask 'Were you also present?', or 'Did you think it was a good game?'

Quotes:

'I have got 2 cards for the Donar matches, which I use almost always. But if I take a relation to the match what I always try, then I care about that relationship, talk about the match and are the contacts with the people of DSUA a little less important and therefore a bit more volatile.'

Start-up DSUA (Isu06D)

'Around the matches it is always very crowded with Donar business partners who are not partners of DSUA, that makes it a bit cluttered to make quick contact. At special

DSUA moments it is very easy and then a recent basketball match of Donar is always an easy topic to talk about.'

Start-up DSUA (Isu02D)

'At competitions I always look for my fellow start-ups, that is always fun. We still form a kind of our own club within the business club. Sometimes, especially when there are positive sport results, there are also DSUA business partners, often the same, and Donar representatives available to talk to.'

Start-up DSUA (Isu04D)

Referencing DSUA is helpful in making a first contact. Most business partners are familiar with DSUA. A positive sporting success ensure an easy connection. Statements like 'exciting game' and 'we will soon be back into the top of the competition' form an introduction to a more business-like conversation. Start-ups usually take the initiative at first contact. Business partners indicate that they spend a lot of time with other business relations or any guests they bring to matches. Also, the contact persons of companies are not always present, but rather staff, who have received tickets from their employer as a kind of incentive. In these settings the role of sport to start conversations was present to a lesser extent.

Quotes:

'At the matches I come for fun, of course I realise that there are business interests, but they are not that big for me. I just want to have fun and about basketball I can talk to everyone there, and that there are sport successes to celebrate is of course very easy.'

Business partner DSUA (Ibp01D)

'Well... if there is such a start-up looking for me, they should introduce themselves, because I do not know them all of course, but I then commit myself to make time and if that does not work, we can make an appointment for a later moment.'

Business partner DSUA (Ibp06D)

'Nice ..., the moment after Donar won the match, there was an enthusiast person next to me, he turns out to be a start-up. I asked what he does with his company, I like that, the enthusiasm took just more ... also with me by the way. The success of Donar takes care of that as well, don't you think ...?'

Business partner DSUA (Ibp05D)

'An explanation about the rules, even though I do not know everything, often helps to show new people around and put them at ease. The game rule explanation session with all attendees is often also a good warming-up to talk about in the business'

meeting room afterwards.'

(Djw01D)

Being able to talk together about the sports competition as a (first) moment of contact and being part of such an experience is a kind of identification with elite sport and the Donar success in particular. This is a contribution to the social element within the SEES. According to Donar, successful sporting performances make it easier to make appointments with partners. This identification with elite sport is also expressed in a diversity of symbolic issues.

Quotes:

'Every time after a DSUA event we hand over something from Donar to the host organization: a ball, a shirt, a sticker. I have really underestimated that, a lot of value is attached to it.'

Donar representative (lsp02D)

'That DSUA's own logo, in the same colours of the Donar organization, that is recognisable and nobody talked about it, it apparently evokes positive associations.'

(Djw02D)

'I recently performed as a speaker for DSUA, I got such a basketball afterwards, great! We will put that ball immediately at the reception of our company'

Business partner DSUA (lbp06D)

'Look above my desk on the wall is a framed Donar shirt, all signatures of players on it, that's nice, people like that. A success story in the Groningen region of the last couple of years.'

Business partner DSUA (lbp02D)

'Yes I have put on my website that I am involved with DSUA, the logo on it, cool... the association with elite basketball and DSUA.'

Start-up DSUA (Isu08D)

Almost all business partners of DSUA make themselves known as business partners of Donar, often by expressing on business statements that they are partners and, if applicable, also a specific supplier to Donar. The reasons to do so vary, such as regional involvement, corporate social responsibility, and being part of an elite-level sport culture. To the contrary start-ups indicate that their expressions related to their participation in DSUA are minimal. Two think they are seen more as a full-fledged

company by associating with an elite sports organization. They expect this to lead to an increase in the trust of their business organization.

Quotes:

'Basketball is a quite complicated sport, tactically difficult. We want to show that our company has also thought about our business partnership in sport. We also act in a market that is complicated, we can handle that just as we can deal with basketball, that is different than playing football. Our customers see that too.'

Business partner DSUA (Ibp06D)

'Yes I have put on my website that I am involved with DSUA, the logo on it, cool... the association with elite basketball and DSUA.'

Start-up DSUA (Isu08D)

This mechanism of referring is a contribution to the strategic element within the SEES, because reputation and the context (market, goals) are related to this.

In events and conversations, the sport is frequently cited as a metaphor. This function of sport has a diversity of stories. A possible metaphor of the Donar team as a company in plenary discussion was reduced to players who are to be regarded as sole traders, who have to work together to achieve each performance separately.

Furthermore, similarities were found in the areas of business and training, practice and performance, both dealing with external pressure from third parties, such as the media, working together with others, daring to take risks and experimenting with new issues.

Quotes:

'Let's face it, the entire DSUA organization is of course like a start-up itself. Everyone who joins in, recognises that, so let's play a lot of 'matches' than you learn fast by experience.'

Donar representative (Isp010D)

'Well, now I notice... the players themselves actually form each one an own enterprise, it seems to me a nice learning experience for after their carrier.'

Business partner DSUA (Ibp01D)

'The battle in the field, playing together with your fellow players, yes I recognise that in my company as well. I often talk about it with my colleagues in business, so Donar helps me again businesswise, ... hahaha.'

Business partner DSUA (Ibp04D)

'As Donar has been scrambled again in recent years, I find that inspiring for my own company.'

Start-up DSUA (Isu05D)

'As a former elite athlete I do recognise some of the pressure by, for example, the many meddles and opinions of everyone, who does not think something of DSUA?'
(Djw03D)

The metaphor function can be regarded here as a mechanism for the skill element, in which reflection and conversation lead to new approaches and insights or the right confirmation of values, behaviour and skills.

5A.4 Output.

5A.4.1 Individual organizations: 4S elements

Not every organization was analysed in depth. However, below is an example of an individual start-up with output concerning the four elements. On the basis of interviews and final discussions with project organization, it was found that in general, with regard to the social element, the start-ups have become more closer to each other. The connection among business partners provides a variety of contacts,. Within the Donar organization, the bond between representative within the Donar organization was already relatively strong and DSUA had a positive influence on this, although the relationship between most individual board members and the operational coordinator could be stronger, as both sides acknowledge.

For the scope element in the short term, individuals are given access to other individuals to discuss matters informally. This leads to a sharpening of realisable objectives, especially for start-ups. Some respondents also indicated that they wanted to do more with the social media, because of the attention that DSUA generates. This led to adjusting profiles, more tweets, etc. As indicated earlier, the longer people take part in DSUA, the more it becomes clear what is envisioned with the participation. Large individual differences are visible in objectives (meeting like-minded people, gaining ideas, gaining recognition, doing business, and building a network - all the S-elements). It is noteworthy that neither of the parties has quit the project or agreements, nor is there any visible decline in activity levels of participants during the period.

From a scale perspective, the elite sports organization is the largest beneficiary, the contribution to the total turnover within the sports organization of the Donar Start Up Assist project amounted to €100,000. Included so called barter deals were closed. An actual earmarked budget management was difficult, because there are matters that apply to both the regular business club and DSUA. The actual costs for Donar are limited. For example, the operational project coordinator was seconded from one of the partners (value €10,000).

The individual business partners indicate that they have experienced relatively little added value in this financial/scale area, which was also in line with expectations. The individual start-ups give a different picture. About half the start-ups did not have any DSUA related financial transaction. The other half have realised transactions with business partners, other start-up as well as the elite sports organization (Donar). The direct value of transactions is limited to hundreds or thousands of euros

With regard to the skills element, the elite sports organization shows that it stands for more than just sport and keeping its own organization running. Its role within the community is becoming more important in the realisation of all sorts of peripheral issues that benefit from the sportive success and image. The contact with the government about DSUA lead to various advantages, such as discussing new ideas for the adaptation/renewal of the elite sports accommodation. Additionally, facilitating stakeholders in new ways occurs from thoughts and examples of start-up organizations. For business partners and start-ups individually, the variety of skills makes people better. Even a game of basketball is considered instructive, while others participants are very enthusiastic about the learning from a technical connection between two devices which was introduced during a DSUA workshop.

To illustrate the output of an individual organization in all S-elements, a start-up that participated in DSUA is described:

DONAR START UP ASSIST, an illustrative case of a start-up

Being more than two meters tall, with a shiny bald head, the now 34-year-old Olav is quickly noticed in company. Olav had worked as an account manager/salesman after his studies, first in the telecom sector and later on communication advice. That job

ended and Olav, like many others of his age, had to look for another job. In a short search, Olav realised that he was drawn by all kinds of spatial images and arrangements. He found some arrangements in his environment, both indoors and outdoors, beautiful, others ugly. The latter stimulated him: they could and should be done differently.

Gradually, Olav realised that there was a market for his thoughts and ideas to visually rearrange the spatial environment. His unrest increased and in September 2014, Olav reached a decision. He started his own company with the focus on visual support of organizations in a spatial environment, for example, in photo wallpapers, floor prints, illuminated advertising, lettering, ceiling printing and printed curtains. Spaces needed to become more beautiful and more inspiring!

By the age of 31, Olav had started his own organization with the aid of a municipal scheme. His company Wallpros saw daylight: Wall is related to the wall on which his products and services are usually visible, 'pr' stands for public relations and 'os' are the first letters of his first and last name. He thought being a starting entrepreneur was an exciting step. His first customer was Doppio Espresso at Hoog Catharijne in Utrecht. By a friend he came into contact with the manager, who awarded Wallpros its first assignment: a print for the (previously boring) roller shutters, where many people always walked past. This assignment that earned him €375. This was a period of discovery, with a lot of talking, disappointments and small successes when it comes to assignments.

His passion for basketball, which he had since childhood, brought him into contact in September 2016 with a manager of commercial affairs of the elite sports basketball club Donar Groningen. That is how Olav found the connection between business and sports. He was alerted to the Donar Start Up Assist project. As Olav understood it, this project brought him into contact with all kinds of business partners of the Donar organization. In his search for potential customers, this seemed an attractive prospect. He quickly contacted with the project coordinator and after a few conversations received an invitation in October to attend the kick-off of Donar Start Up Assist in Donar's business meeting room.

However, such a first meeting is always getting used to and observing. Who is involved from Donar? Who is from which company of the business club? Are the younger people all new entrepreneurs? Because of his work experience, he could easily make contact with someone and the sport certainly helps - questions like 'Have you experienced the championship of Donar last season?', quickly leads to a first interview.

Social

Via Donar Start Up Assist, Olav frequently visited the home matches of Donar and the start-up events Donar organized. In this way, he recognised the other participating start-ups and involved business partners over time. For example, Wouter, another participant in Donar Start Up Assist, told Olav that he had purchased a nice bus for his company 'Slimmer Wifi', so that he could now provide his services more easily on location. This let Olav ask questions about the public relations of 'Slimmer Wifi', resulting in the idea and execution of bus stickers. Olav also spoke to people from Donar's management office, who felt that their office should have a more sportive

look, as it was a bit boring.

Scale

It was a small effort for Olav to come up with a proposal to provide an office wall with a colourful, dynamic, appealing basketball-related decoration. It was the first 'transactionscore' via Donar Start Up Assist for Olav. Or as Olav states in a sports metaphor: 'the assist/passing of Donar was fine, but you have to put the ball in the basket yourself'.

Scope

Transactions and deals were also made public by the parties involved, especially via social media. That gave Olav also insight in potential customers. So thanks to Donar Start Up Assist, Olav got an increasingly clear picture of his customer group. At a Start Up Assist event, Olav was looking for a place to eat with his plate of food. At a bar table, a business partner unknown to him made room for Olav to put down his plate. After a quick 'Hello and who are you? What are you doing?', The business partner became aware of the services of Wallpros. He had heard about the wall decoration at Donar through a LinkedIn message from Donar. Now he also had met Olav. The man was from a large organization and therefore partner of Donar Start Up Assist. They quickly made a connection.

Skill

Through this business partner, Olav learned to know the processes in a large organization. How should he deal with so many people involved? What is the role of preferred suppliers? What are framework agreements? How can he get involved?

After a lot of patience, conversations and e-mail messages with proposals, Olav was allowed to deliver his services via a preferred supplier to the business partner of Donar Start Up. He could now take his new 'preferred supplier' business cards to a Donar basketball match. His new contact had never seen a professional basketball match before. Afterwards, the contact was impressed by the basketball sport of the national champion and national cup winner. A new business partner for Donar?

<https://www.donar.nl/sponsoring/start-up-assist>

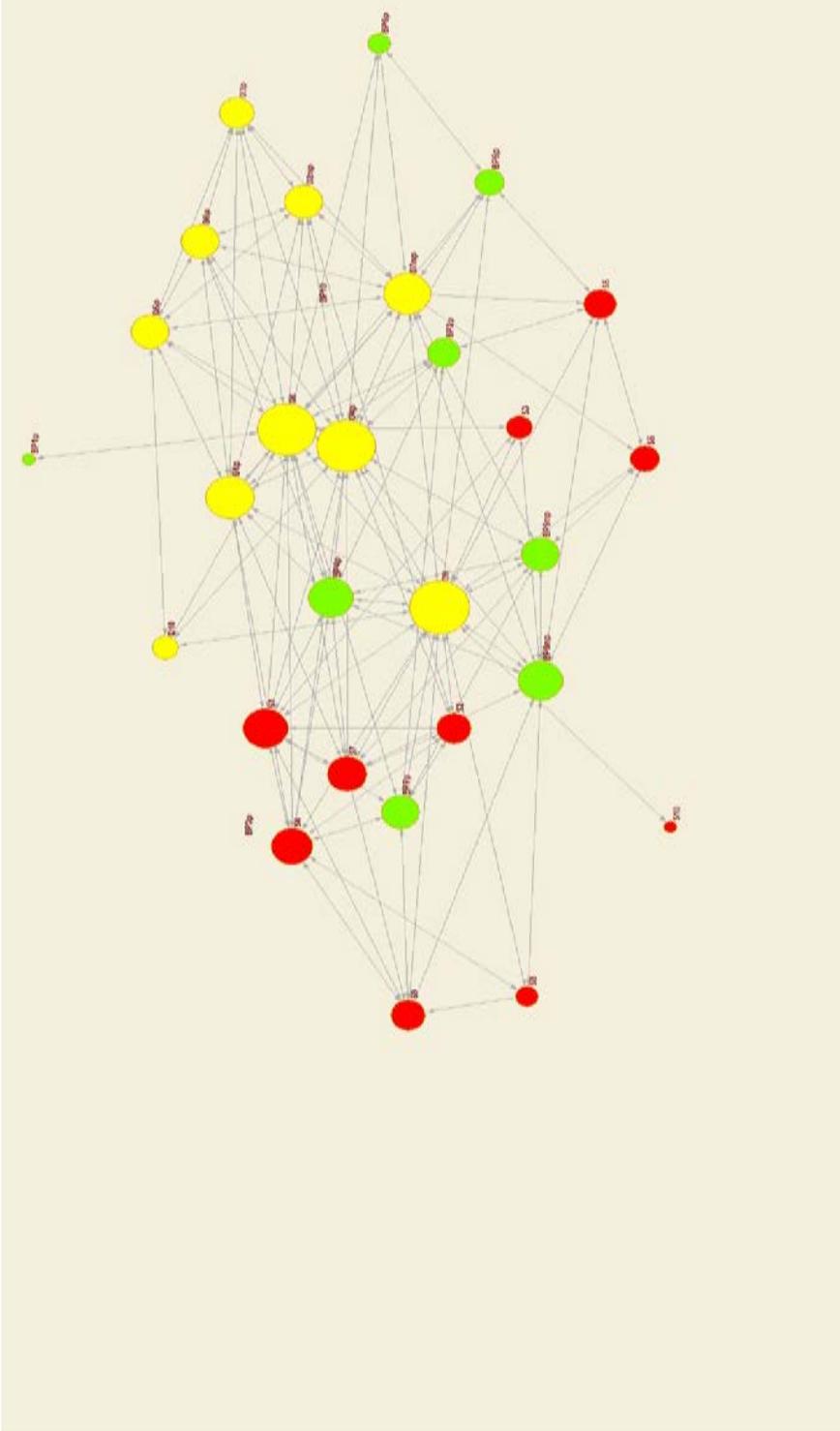
<http://www.wallpros.nl>



5A.4.2 SEES: 4S elements

Social element

Based on an inventory (interviews, questionnaire, and visible cooperative relationships), scores of all respondents were drawn up for the mutual relationships between 1) Donar (SP), 2) business partners (BP) DSUA and 3) start-up organizations (SU) within DSUA and the actors of the various groups. The scores were based on duration, frequency and intimacy of the contact. Each score was given on a scale ascending from 2, 4, 6, 8 to 10. Each relation was given a total score by adding these three scores (min. 6 and max. 30, see the appendix). Interrelationship in the network was considered with a total score of at least 20. With the aid of the programme Pajek, a social network was diagrammed (Figure 5.2). The different groups are coloured, a line indicates a relevant connection, the circle indicates the size of the respondent and the number indicates the popularity in contacts within DSUA.



Yellow = SP, Green = BP, Red = SU number is a respondent number, p = for-profit organization, np = non-profit organization

Figure 5.1 Social network Donar Start Up Assist

Based on the input, key network indicators are calculated. These measures provide information about the centrality of nodes (which represent actors of organizations) and the relation of the nodes to each other. The meaning of the indicators is defined as follows (Adamic, 2008; Baragelj and Mvrar, 2006; De Nooy et al., 2005):

- Edge: Total number of contacts or connections between nodes.
- Degree: The minimum or maximum number of edges connected to a node.
- Mean: The mean number of contacts or connections of a node within the network.
- Std. dev: The standard deviation of mean number of contacts per node.
- Density: The portion of the potential connections/edges in a network that are actual connections or edges.
- Closeness: The average of the shortest distances to all other nodes in the graph, the exposure to the network, and the opportunity to directly influence.
- Betweenness: The extent to which a particular node lies on the shortest path between other nodes; the estimation of the time to hear info; indirect influence; point of rapid diffusion.
- NCC: Network cluster coefficient; the informal power; gate keeping; brokering; control flows of info; liaison.
- Eigen vector: A measure of the extent to which a node is connected to influence other nodes. A high degree of nodes of connection to influence: "It's not what you know but who you know."

Table 5.4 Key indicators of the network of DSUA and per group

Key network indicators	Donar Groningen/DSUA N 30	SP N 10	BP N 10	SU N 10
Edges	118	36	7	12
Degree lowest	0	4	0	0
Degree highest	20	9	3	5
Mean	7.8	7.2	1.4	2.4

Std. dev	5.1	1.5	1.1	1.6
Density	0.26	0.72	0.14	0.24
Closeness	_*	0.36	_*	_*
Betweenness	0.17	0.05	0.03	0.14
NCC	0.50	0.86	0.33	0.52
Eigenvector	0.33	0.13	0.73	0.56

*Could not be calculated due too few numbers/contacts

Figure 5.2 and Table 5.4 show strong relationships within the Donar group and strong relationships between Donar and representatives of the other two groups. For the business club, the Donar representatives have strong relationships with both nonprofit and for-profit organizations: government, education, foundations, SMEs and corporations. According to the respondents, the strong relations between Donar and others is the result of the different roles Donar board members have in society: business owner, head of an educational institute, policymaker, etc.

The group business club partners have fewer edges than the group of start-ups. Within the start-up group, a subgroup can be identified: the IT sector. Edges between business club partners and start-ups are not common. However, start-ups wanted to contact business partners outside the organized (DSUA) activities, and they have found it difficult to contact them. Business club partners have a 'wait-and-see attitude' but intend to respond to any action taken by others. Within the network the project coordinator has a central role. Everyone knows the coordinator and in managing new and existing relations this role is crucial. In Figure 5.2, the coordinator is D9. Furthermore, with the help of the McEvily and Zaheer tool (see Chapter 4), each respondent was asked to indicate five people who are most often sought for advice, suggestions or as a sparring partner. Most respondents only provided 2 - 3 names. Scores are included in Appendix 10. The five people with the highest overall scores are a board member of Donar with responsibility for DSUA, the coordinator of DSUA, a for-profit business partner, a nonprofit business partner and an active start-up. So the background of these five people is diverse. These people jointly formed a project

group for continuing DSUA and were thus regarded by the respondents as key people with a central position in the network.

The relationships were discussed with the project group and verified with the coordinator. A feedback session was organized with the board of Donar. These Donar representatives stated that the actual playing of sports and positive sportive results have a positive correlation with the results of business club members (becoming a DSUA partner or subsidiary of the project and the amount of available resources). Attending Donar team matches especially leads to a positive atmosphere in which contacts and appointments are easily arranged.

Quotes:

'You see the contacts arise and increase, the start-up entrepreneurs realise or do not always know that they can also get access to the regular business events of the business club, then the network could be even bigger.'

Donar representative (lsp03D)

'The division of tasks is actually that the coordinator focusses on start-ups and the board member commercial affairs of Donar focusses on partners, that is of course sometimes difficult, because you want them to come together especially start-ups and business partners.'

Business partner DSUA (lbp05D)

'When I visited DSUA for the first time,, it was a bit uncomfortable. Who is a start-up? Who is from Donar? And who is a business partner? Who do I contract? The role that the coordinator took on is still standing by me: spontaneous, friendly and making that quick a contact with a like-minded start-up, a crucial moment such a welcome introduction.'

Start-up DSUA (Isu09D)

Start-up respondents want to have more contact with Donar board members and business partners. Start-ups appreciated the involvement of a professional basketball player in DSUA. After this player's professional sports career, he has an ambition to start his own company. That created a link to talent development, an unforeseen target group: players who wanted to continue their career in entrepreneurship. Meanwhile, the partner-involvement in DSUA has grown, with more than 20 business partners and 35 start-ups. Recently, five start-ups have left DSUA and new ones have

taken their place. While one of these leaving start up has become a formal business partner.

Business partners have become more leading in DSUA and start-ups have taken on tasks that were previously carried out by the initiators of the Donar organization. When people from the different groups (SP, BP and SU) act together, the action/event is stronger and more successful. The social element is thus the starting motor for all groups to take steps on other elements.

The selection and admission processes and the growth of start-ups testify to a mostly self-organising organization, as expected in an eco-system. The near future will show how that applies to business partners but for now the growth of new business partners offers an attractive perspective to get them all more involved in DSUA.

Scope element

Taking part in DSUA made most of start-ups and business club members proud.

Participating made them feel chosen and gave their reputation a boost. They also appreciated the media exposure related to DSUA, its participants and its activities.

This is an important output factor for start-ups, business partners and the Donar sports organization. However the start-ups wanted to have more exposure to business club partners.

'This season was also the kick-off of a new concept; Start Up Assist. Here we connect new economies (start-ups) with our established economy in our business club. With the press conference and the signing of the first agreements by Sybrand Poppema (RUG), Joost van Keulen (alderman EZ Groningen), Paul van der Wijk (Hanze University Groningen) and Marieke Abbink (board Donar), Start Up Assist became reality. In that year we attracted several start-ups (35!) And partners (20!) And organized six activities to learn from each other and to inspire each other. In addition to the social purpose of this concept, it is also a new pillar of the Donar budget.'
Donar, management and sustainability report 2016-2017, 2017, p.4

Besides the Donar representatives, a more leading role in the project of one or two business partners from the for-profit sector was valued by other business partners, nearly all start-ups and, of course, Donar. Three business partners considered partnership in DSUA as a way to legitimise their financial contributions, with a focus on

regional development. Furthermore about four business partners mentioned that sustainability as a theme should get more attention.

New initiatives, resulting from DSUA were not mentioned; the duration of DSUA might have been too short for this. For example, DSUA is also trying in setting up a website on which further information about participants can be found. The process of trial and error makes sense, however, all parties are prioritising their regular (business) activities. Overall, respondents are confident about the near future.

Quotes:

'I get a lot of positive reactions within and outside our organization. I am proud of that, especially related to some colleagues of mine. And of course that was also the aim, in addition to the financial goals.'

Donar representative (lsp03D)

'To my opinion the exposures in the press are very good, everyone benefits. And with elite sports the message goes a bit faster and it is of course also an objective that DSUA is well received in the regional press. You can take the grants for that with this initiative.'

Business partner DSUA (lbp09D)

'Of course I want to contribute, that's good for me and for everyone else, but yes... everybody also has to understand that regular customers go first, DSUA is something for the longer term.'

Start-up DSUA (Isu04D)

Scale element

One of the objectives of DSUA for Donar is to raise funds. During the first year, the revenue was 25% of the estimated budget. The costs of the DSUA were minimal, in contrast to the estimations. The salary of the operational coordinator was paid by a business club member, as were other costs related to events, including barter deals. Business club members have not received a monetary return on their investment in DSUA. In general, they are patient and consider their investments as a contribution to the local society and region. All respondents realise that money is necessary to play professional basketball. For Donar, DSUA revenues contributes about 3% of the total budget. Certainly, it is not a cash cow.

The transactions and sales between participants during the research period were minimal. But most participants have faith in the near future these will increase

Approximately six months after starting, DSUA's first business agreements and transactions between partners and start-ups were signed. The number of transactions and the amount of money involved is low, although these agreements and transactions were positioned as examples of possible output/outcomes. Start-ups mentioned these agreements as valuable.

Quotes:

'DSUA delivers less money than expected, but for now that's fine, the prospects are good, financially acceptable and furthermore it also provides added value in other areas in terms of PR, satisfaction business relations, and so on.'

Donar representative (Isp08D)

'I've had one [start-up] here with us, great character, I've been able to help him by saving him a few hundred euros in his business, maybe he did not even realise,... I have to tell him ...'

Business partner DSUA (Ibp06D)

'No, have not experienced an increase in my turnover by DSUA, it may still come.'

Start-up DSUA (Isu06D)

'An order of several thousand euros, for me the participation has already succeeded, that is okay, isn't it? And there will be more.'

Start-up DSUA (Isu01D)

Skills element

Founders and members of the DSUA project organization categorise the DSUA as a start-up organization. Within Donar, all people involved, including the project coordinator, learned a lot during the project, such as how to take care of and deal with the interests of others and how to manage different perspectives and interests.

Learning creates a lot of energy, and enthusiasm is contagious to others in and outside Donar. For example, some players of the professional basketball team were willing to participate in DSUA; however, involvement in the project organization was difficult to combine with their elite sport activities.

To initiate, maintain and manage contacts as a coordinator or member of the project organization requires a lot of time, although business club members and start-ups do not expect a full professional approach as some of the Donar organization advocate. However, some start-ups are willing to contribute time and energy to the project.

Therefore, two points for improvement are the intake process for start-ups and creating an inventory of start ups' available energy and time to run DSUA.

Business club members and start-ups described the enrichment from new knowledge and skills as poor. However, they appreciate the content of the events and workshops. 3D printing and other ICT knowledge are more valued at a later stage of the project than network-oriented events. The fact that one of the start-ups has been included in the Dutch Magazine Sprout top 25 (as one of the most promising entrepreneurs of 2017) is not credited to DSUA, but this is inspiring for others.

Most start-ups and business partners of DSUA associate themselves with Donar. That association is expressed on websites, in meetings, and on products like a ball, pennant or sportshirt signed by players placed at the reception desks. An important symbolic value for DSUA participants is the sports accommodation. The sport venue used by Donar for thousands of spectators is impressive. For all involved in DSUA together with all other business club members, the business club facility at the sport venue is open before, during and after matches. The crowd of business partners and their guests makes start-ups feel lost sometimes. However, the hall and facilities are rented by Donar, so DSUA does not have a physical place of its own related to sports. For many respondents of all three groups, this is an essential shortcoming.

The symbolic value of sports has a certain value in DSUA. A special value mentioned by several start-ups and business club members was the relation between sports and business. Participants indicated the following comparisons between sports and business: the tension of individual responsibility and teamwork, practice before performing, pressure of performing, competitors and competition, the power of passion and the role of media.

Quotes:

'This is unique for an elite sports organization. At least we learn to deal with new dynamics in the sports world We also help start-ups to behave and act more professionally perhaps even more mature to us, but also to business partners. Sometimes I feel like a teacher ...'

Donar representative (Isp07D)

'You learn very intensively to see the different perspectives and interests, which are not always in line with each other, but with some searching and asking questions

things can be brought together.'

(Djw06D)

'I'm excited about this initiative. I had nice discussions with some of those start-ups about technical developments, then I notice where they are. I like them in my neighbourhood, in some areas they have really good things to bring up. I contact them with my specialists and then they help each other, they learn from each other, that's valuable for everyone.'

Business partner DSUA (lbp06D)

'DSUA provides a lot of inspiration. A business partner told me that I have to think bigger, then the development of my organization and myself is going faster.'

Start-up DSUA (Isu05D)

5A.4.3 Regional: 4S elements

Regional output and outcomes have not been investigated as such, as the research period was too short. There are some indications that DSUA is performing well for the region, such as the media attention and the interest of parties outside the region to get in touch with DSUA and visit the region. The inclusion of such projects like DSUA in education, like preparing for the role of operational coordinator, is mentioned. For (sport) students, this can mean new perspectives for a role or job in the world of sports. Entrepreneurship through sports is valuable and can lead to new tasks and roles, as is realised in the DSUA project.

The development of the DSUA initiative is also ongoing, in which parties work together and the project organization (consisting of representatives of the business partners, start-ups and Donar) comes more into the lead instead of the Donar organization itself. The system innovation gets interest also outside the region, which makes the position of the region stronger. DSUA is regarded as a pilot for a new dimension in bringing parties together with the support of sport.

The DSUA initiative can be accomplished with few or no external grants or subsidies. The growth in start-ups and business partners is increasing Donar's financial value, and the mutual transactions between parties are also increasing and lead to economic development, albeit on a limited scale.

DSUA itself is a start-up, but it is outgrowing that phase. A good governance of this (project) organization is essential in the (regional) network and the working of the various functions and tasks as formulated, including that of the operational coordinator. Initiatives like DSUA can be seen as a talent-learning place for (professional) study programmes, which are open for these kind of initiatives this. It can serve as an example for other such regional initiatives, such as the professional football organization FC Groningen with Health i Port and the professional volleyball club Lycurgus with learning-workplaces. Such initiatives still need to find each other and to establish mutual links, so the region as a whole can benefit (more) from it. Initial idea-sharing moments have already been created with, for example, Topsport Energy Valley, in which the various networks try to meet each other, but this is still in a first phase.

Chapter 5B Case: Elite soccer organization sc Heerenveen, Heerenveen.

5B.1. Context

Friesland is a northern province in the Netherlands and is known for its many lakes, Wadden Sea islands and has a wide diversity of branches (tourism, agriculture/dairy product, ICT, etc.) without a characteristic outlier. Several large organizations are represented, such as insurers and dairy farmer cooperatives. The province of Friesland has a population of 650,000 inhabitants. The capital of the province Leeuwarden has 125,000 inhabitants. Heerenveen is in the top five cities in terms of population, with approximately 30,000 inhabitants.

Heerenveen is the sports municipality of the Netherlands and was awarded that title in 2017 by the Sports and Municipalities Association (VSG, 2018). Heerenveen is known as a sports municipality, for example it is the residence of Thialf Ice Stadium (capacity: 12,500) where many international skating competitions are held, the Epke Zonderland Turn Centre and the soccer stadium (capacity: 27,000) of professional soccer organization sport club (sc) Heerenveen. Thialf and sc Heerenveen also have an active business club with local and regional members who support these sports organizations. Because of its sports and leisure image and facilities, Heerenveen has a more than regional appearance.

From a local governmental perspective, a number of economic domains exist in Heerenveen that should lead to more employment opportunities: the sports and care economy, logistics and metals, new energy, tourism and culture. There is a strong employment concentration around sports in Heerenveen. The importance of sport for the local economy is high (Heerenveen economic policy, 2011-2016). Heerenveen was classified as the job engine of the north in a financial newspaper (FD, 2017), six of the fastest growing Dutch companies came from Heerenveen. The direct sports-related employment (SC Heerenveen, Thialf, sport umbrella organizations, the CIOS-middle vocational sport education, and gyms and swimming pools) is huge.

The entrepreneurial dynamics in Friesland are not limited to Heerenveen, but Heerenveen is one of the signs of the province also by its location. Heerenveen is centrally located in the north of the country, where two motorways (north-south and west-east) intersect. Amsterdam, Utrecht and Germany are one hour away by car or train.

The province of Friesland wants to strengthen the connectivity of Frisian organizations. Particularly because Friesland's economy has a relatively low presence of large economic players, but a lot of SMEs. The economy of Friesland has always lagged behind the Dutch growth path over the past twenty years. In a multi-year overview of the Bureau of Statistics the Netherlands, the province occasionally beats the Dutch average, such as in 1998, 2001, 2007 and 2011. From 2014, the recovery started, but the growth lagged behind the rest of the country: +0.9% in 2014 (the Netherlands: +1.4%), +1.2% in 2015 (the Netherlands: +2,3%), and +1.6% in 2016 (the Netherlands: +2.2%) (CBS, 2017). Nevertheless, entrepreneurs throughout Friesland are optimistic.

In 2015, employers could choose from eight unemployed job seekers per vacancy; this has now dropped to three. The number of vacancies rose by 85% (+2,900) between the end of 2015 and the end of 2017, considerably stronger than the national average of 60% (CBS, 2018). The UWV (2017) assesses the labour market as 'average'. The proportion of higher educated people in the active labour force is below the Dutch average. Friesland accounts for more than 2% of the Dutch GNP, but received only 0.1% of the total private equity and venture capital invested in 2016 (about €3.5 million) (CBS, 2018).

5B.2 SEES conditions.

Helix

One of the eye-catchers in the field of sports in the province of Friesland and specifically within the municipality of Heerenveen is the professional soccer club sc Heerenveen. The structure within sc Heerenveen consists of the foundation sc Heerenveen, which is the sole shareholder of sports club Heerenveen Holding B.V.,

which has a number of subsidiaries, including sc Heerenveen Vastgoed B.V. and sc Heerenveen B.V. This study focusses on sc Heerenveen B.V. It is a professional elite sport soccer organization, which has been playing professional soccer for the last several years and aims to participate in a European league with attractive sportperformances. The flow of talent from sc Heerenveen youthteams is an important pillar in this process. With a professional, financially sound organization, sc Heerenveen wants to be of decisive importance in the Frisian region with socially responsible entrepreneurship. Sc Heerenveen calls itself a soccer stronghold based on the core values: coherent, idiosyncratic, ambitious, innovative and reliable, accessible, transparent and involvement of all parties (sc Heerenveen, 2018).

Sc Heerenveen's stakeholders are numerous, including a paid workforce of 100 employees, more than 600 volunteers, more than 750 business relations and more than 26,000 supporters on the soccer team. These supporters are almost more than the number of inhabitants of Heerenveen. So most of them are coming from the region. Sc Heerenveen wants to be more than a soccer club. With its partners, it is committed to realising various social projects. A consequence is that sc Heerenveen functions as a platform and central meeting place for companies and social institutions in the Frisian region. This means that business/entrepreneurship and sports can easily come together in and around sc Heerenveen.

Sc Heerenveen's foundation has a 6-person board. The holding organization has a 4-person board of governance. Sc Heerenveen BV has a 4-person management team, headed by a general manager. Within sc Heerenveen BV, a number of departments have been formed, each of which is managed by a management team member, including soccer affairs, commercial affairs, supporter affairs, financial affairs, facility management, and the subsections corporate social responsibility (CSR), kids club, communication, merchandise, and data management.

The business club of sc Heerenveen is organized in a foundation: Ondernemers Sociëteit Sportclub Heerenveen (OSSH). The board of this foundation consists of five

people (all sponsors and therefore business club members) and is closely involved with the sponsors of sc Heerenveen. Together with the commercial affairs department of sc Heerenveen, the OSSH forms a point of contact for the group of sponsors. In addition, the board has an advisory role toward the commercial affairs department. Every month, the OSSH board and the management of SC Heerenveen come together to share ideas with each other. The OSSH board is also a sounding board for the sponsors and management. The board of the OSSH and the commercial affairs department annually organize joint activities for the OSSH. In general, this is all about relationship management, networking, gaining new contacts and creating brand awareness. Sc Heerenveen offers many business packages for its (potential) business club members and for specific target groups. One of them is called 'De Aftrap' and is intended for new entrepreneurs, SMEs and freelancers. Around home matches of sc Heerenveen, there are some business lodges and rooms available in the stadium to jointly experience the match and network with businesses.

From the contacts between OSSH and the commercial department of sc Heerenveen, the idea arose to start a project for young entrepreneurs. After all, being together and experiencing the match is perceived by the commercial department as being limited to this target group, based on an evaluation of the 'De Aftrap' package. There was also a lodge in the stadium that was hardly used, even during home matches of the team, for a long time. Sc Heerenveen, in close cooperation with the OSSH, wanted to realise the business platform of Friesland in the stadium, so any new initiatives have to complement the existing services. The creation of a new platform for young entrepreneurs therefore should be placed within OSSH.

The lodge, a skybox with space for about 50 people, should form a kind of base of the platform in the stadium of sc Heerenveen with a view of the main field, where organizations and people can get to know each other before, during and after matches of sc Heerenveen. In doing so, they can jointly work on and deal with the current problems and challenges of start-ups in Heerenveen. The start-ups can also collaborate on ideas as a group with help from OSSH and sc Heerenveen. Possible

ideas and creations are not limited to start-ups and entrepreneurs, established organizations can also participate. By using a separate part of the stadium (a large skybox) contact between all these organizations can be made during the weekdays and they can work together in a special, inspiring sporting environment. Therefore, the skybox could be an incubator location, called the Jong Business Loge (JBL), the Young Business Lounge (see Appendix 7).

At reduced rates, young/new entrepreneurs or people with decision-making functions in an organization (e.g., director or branch manager) can participate in this new platform. Another requirement is that the organization for which work is carried out is under five years old, or the person has not been active as director/owner for more than five years, and the age limit is 40 years.

To make this possible, a number of OSSH members, supported by other civil society organizations from government and education, in collaboration with sc Heerenveen, were willing to invest in this project. Some paid for participation, others provided organizational, substantive or facility-related contributions to initiatives from the JBL (Young Business Lounge). Although Friesland has only one higher education institute (University of Applied Sciences) in its province (Leeuwarden) there are good contacts with other Universities in nearby provinces.

Related to the helix, almost all systems are represented by organizations, with the exception of the natural helix. The business partners and most start-ups relate to the economic system. Two start-ups do not directly have a profit-making objective, but form a student-company focused on the sports world, in which graduates or recent graduates can gain work experience. The contribution of these two start-ups was also made possible by the vocational education organizations, which are considered partners of the initiative, just like the municipality, which represents the political system.

In summary, helix:

- Education system, represented by higher and middle vocational education institutes
- Economic system, represented by several OSSH business partners and start-ups
- Political environment, represented by local government
- Media-based and cultural-based public, represented by the elite sports organization, foundations, (sports) clubs and local/regional news organization that are interested in the concept, and socially-oriented start-ups, mostly related to the world of sports.
- Natural system, not represented

Willingness

As in the previous case of Donar basketball, stakeholders are interested in the JBL, otherwise they were not included in the respondent group. The same research approach was chosen, quantitative and qualitative (see Chapter 4). A number of respondents were chosen in advance that should be able to contribute their opinions based on their participation from the start of JBL. Not all 30 participants of JBL, divided equally between the groups, could fill in a questionnaire due to practical problems. Ultimately, the respondent numbers are: six from sc Heerenveen (SP), seven business partners (BP), and ten start-ups (SU). All respondents were involved from the very beginning. In addition, there are some missing values as a result of unclear or incomplete responses. Overall, 23 questionnaires were processed.

Table 5.5 Descriptive AVICTORY scores JBL

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ability_construct	23	2,75	6,50	5,16	,88
Value_construct	23	3,00	6,67	5,07	,87
Idea_construct	23	2,80	6,40	5,13	,87
Circumst_construct	23	3,40	7,00	5,47	1,06
Timing_construct	23	4,00	7,00	5,89	,86
Obligation_construct	21	1,00	7,00	4.86	1,59

Resistance_construct	23	4.14	7.00	5,64	,51
Yield_construct	23	3,00	7,00	5,07	,96

These descriptive scores, divided into the groups of elite sports organization, business partners and start-ups within the Young Business Lodge (JBL), are shown in Table 5.6.

Table 5.6 Descriptive mean scores within JBL, per group

	SP	BP	SU
N	6	7	10
Ability	4.5	5.2	5.5
Value	5.3	5.3	5.0
Idea	4.7	4.8	5.6
Circumstances	4.6	5.7	5.8
Timing	5.2	5.9	5.8
Obligation	5.9	5.8	4.5
Resistance	5.3	5.7	5.8
Yield	5.6	4.8	4.9

4S model, quantitative

Like the case of Donar, a translation of the variables to the 4S model occurred, as described in Chapter 4. The social element was not included here, it is considered as a (necessary) binding mechanism. The translation led to the following overview of the extent of underlying positive contributing elements to the willingness to participate (all the items have equal weight).

Table 5.7 Scores of AVICTORY items translated in S elements within JBL (per group)

S element	A VICTORY variables	Mean score
Scope/strategic	Circumstances, Timing, Obligation	5.5 (SP 5.2; BP 5.8; SU 5.4)
Scale/economical	Ability, Yield	5.1 (SP 5.0; BP 5.0; SU 5.2)
Skills/cultural	Value, Idea, Resistance	5.3 (SP 5.1; BP 5.3; SU 5.5)

There is a positive willingness to join the JBL, with an average of above 5 on all elements. The most positive emphasis is on the scope element, where sc Heerenveen and business partners in particular score relatively high. Overall and per group, the scale element has the lowest score. For the start-ups, the skills element has the highest score.

4S Model, systemic conditions, qualitative

In addition to the quantitative measurement, a qualitative measurement was conducted of the systemic conditions and the changes during the research period through open and semi-structured interviews and diary and document analyses. These are contained in the four S model: social, scope, skill and scale. Twenty-eight respondents were taken into account: 8 from the sports organization sc Heerenveen, 10 from the business partners and 10 from start-ups.

Social element

The initiative of the JBL comes from the commercial department of sc Heerenveen. The commercial manager at that time opted for a pragmatic position by appointing an

operational project manager from sc Heerenveen for the JBL project. This became a graduation project for a student in sports (higher vocational education/applied sciences). The student has roots in the Friesland province (and was able to speak the local dialect). The student was appointed as project manager with a direct reporting lines to the manager commercial affairs. The commercial manager took care of contacts within sc Heerenveen (management and supportive staff organization) and the business club (via a board member OSSH) and the project manager provided relations to education, the municipality and potential start-ups.

The board of the OSSH was contacted by the commercial manager, who then proceeded to act as an active liaison to the OSSH. The existing contacts of the student and project manager led to contact with middle and higher (applied sciences) vocational sports education institutes. The municipality was contacted and a representative of the municipality was put forward by an alderman. Incidentally, this person was an avid supporter of the elite soccerclub Cambuur, the other professional soccer club in the province. These clubs there have a historic rivalry in the field of professional soccer. Therefore, some provincial contacts were important in this initiative to manage the possible jealousy. The project manager was given the task by the commercial manager to approach start-ups. He made use of the social media channels of sc Heerenveen.

At the start of the JBL, there was a division in contacts between soccer organization and for-profit business club members (by the commercial manager) and start-ups and nonprofit partner organizations (by the project manager JBL).

Quotes:

'The OSSH board members were very open to our initiative, it was easy to come to connect, also due to the existing contacts of course.'

sc Heerenveen representative (Isp03H)

'We (OSSH board) would like to put effort in this great initiative, to expand our network.'

Business partner JBL (Ibp02H)

'It sounds very attractive to participate, a lot of nice and interesting contacts.'

Start-up JBL (Isu06H)

'He (a representative of nonprofit business partner) seems to be a supporter of Cambuur, anyway he is a professional in contacts, however you feel that there is something, maybe he is less enthusiastic.'

(Drb01H)

Scope element

The aim of sc Heerenveen is to generate revenues with the JBL (see scale element). With this project, however, sc Heerenveen aims to position itself as an elite sports organization in the region acting as a business platform, and does not want to go to the government with its hand out. Sc Heerenveen wants to create added value in various areas of society through partnerships.

According to managers involved in sc Heerenveen, an elite sports organization depends on its performance on the sports stage. JBL has the advantage that sc Heerenveen's name recognition is large and that this makes it possible to quickly create new contacts. According to most employees of sc Heerenveen's commercial department, a start-up today can become the main sponsor in 10 years.

From the OSSH perspective, the goal is drawing attention to the region. Business partners find start-ups inspiring because of the differences of generation in viewing at the world as it is and develops, so possible new perspectives can be heard.

Start-ups consider the JBL project an attractive experience, but do not know in advance what they have to bring forward and what to expect, except networking and watching soccer in a nice atmosphere.

Quotes:

'We will do this (starting the project JBL), at the moment nothing happens within the lodge, that is not good in our stadium, not for anyone.'

sc Heerenveen representative (Isp03H)

'We do pretty much the same things every year within our business club, a change or an initiative like this is pretty good, good timing too.'

Business partner JBL (Ibp05H)

'It also fits well with all kinds of plans in the region, to my best knowledge.'

Business partner JBL (Ibp09H)

'I do not know what might happen, but I like to participate.'

Start-up JBL (Isu07H)

'At the ending of all my email messages I put the name sc Heerenveen with logo under my name and I mention the project JBL as well. It looks like I get replies faster.'
(Drb02H)

Scale element

sc Heerenveen, like every professional soccer club, is financially dependent on external funds, such as TV/media, transfers and sponsorship (KNVB, 2016). The relatively long absence of a main sponsor and a decrease in TV revenues and transfer fees has caused the club a financial loss. This had to be taken care of with equity (general reserve). Nevertheless, the financial situation of SC Heerenveen is stable. However, the management team have expressed that the commercial activities of SC Heerenveen should grow. This gives space for innovative ideas and makes management open to ideas like the JBL. The management is willing to invest time and energy in an initial set-up of the JBL, through participation from the management, free availability of the lodge and business rooms, taking care of food and beverages and, in consultation with the internal organization, access to the matches.

Partners wanted to participate or make a substantive contribution, the education institutions wanted to participate, however they had limited financial resources. A few business partners were willing to incur incidental costs of an event in mutual consultation and of course depending on the requested financial resources. Start-ups indicated that they would rather spend time and energy in the project than financial resources, but they were willing to make a small contribution (€100/200 a month) to the project if necessary for using the facilities during the week. Of course, they also want to visit the matches.

Quotes:

'Let's start such a first event and we'll see, some costs will be fine, we will take care for that. In the long term, it will have to yield some commercial money one way or

another.'

sc Heerenveen representative (Isp01H)

'I like to join, time is not a problem, but not too long because I have to go to other people as well.'

Business partner JBL (Ibp04H)

'As far as the costs are concerned, they are not that big, the commercial department should arrange something.'

Business partner JBL (Ibp02H)

'For a match you pay around €25.00, that is also my point of reference for such an event.'

Start-up JBL (Isu10H)

'There is a lot unclear about the price, I assume that we just start.'

(Drb03H)

Skills element

For sc Heerenveen, the JBL is an project, with many partners involved. Some representatives of sc Heerenveen see this approach as an added value with respect to the existing processes. A business case was not set up. With an effectuation approach (Sarasvathy, 2001) the project was set up with a project manager, a representative of the management team and some helpful people within the Heerenveen organization. However, it was noted in the commercial department that the initiative should not be competitive with the existing supply for business members or potential business members, so that "cannibalism" of existing business would arise. The OSSH, represented by its board, initially took a wait-and-see approach and did not know what the intention of the JBL was, although it appreciated new innovative initiatives. Almost all involved business partners wanted to contribute with a learning experience, a background story with successes and/or blunders from practice. A business partner representative also wanted to increase his own knowledge, perhaps via an educational programme. The education partners were enthusiastic because they saw opportunities to mix their offer more with practice and to organize additional activities.

Start-ups mainly see added value in possible contacts with business partners where they could learn from or gain inspiration. Besides that, they value watching the matches from a special place.

Quotes:

'I do not know if I can be there all the time, because there are other relations that deserve my attention as well. I do not know exactly what it is all about maybe good for the young people in our organization?'

sc Heerenveen representative (Isp07H)

'If I have to tell my story for such a group, I like to do that. Although we are the main sponsor, we are in fact a kind of start-up ourselves, that's a nice.'

Business partner JBL (Ibp01H)

'Nice initiative, I think I can learn from it myself, perhaps a kind of management development process, I see some opportunities.'

Business partner JBL (Ibp02H)

'If there is also cooperation in projects or something like that with different parties involved outside the central meetings, I do see added value.'

Start-up JBL (Isu04H)

'This is practice, I do not know if I am prepared for this, but with some help this could work, ... bird in the hand principle.'

(Drb04H)

Systemic condition within the 4S-model, summary

The qualitative and quantitative data are consistently related to the willingness to participate in the JBL at the strategic element. Organizations involved find each other through their ambitions and aims.

The start-ups are curious and not pronounced in their responses and take a wait-and-see attitude. The social element is again the engine to get things going on. Everyone wants to contribute in networking and are willing to cooperate. This all means that the social starting point, with an initiative from Heerenveen, leads to follow-up activities between the three named groups: elite sports organization, business partners and start-ups.

5B.3 Sport as a mechanism

SEES activities

After three months of preparations, the JBL was launched 22nd October 2017. To analyse the first reactions of parties contacted, a first event was started with the commercial department of SC Heerenveen and the board of the OSSH in the lead. On the basis of an initial inventory during the home match against Vitesse Arnhem (season 17/18), more than 40 starting companies, eight members of the OSSH and ten social and government organizations (education, municipality, research, entrepreneurship-stimulating organizations, media) were present to get to know the Young Business Lodge. With speed table sessions, all parties had the opportunity to get to know each other. The intention was to link entrepreneurial talent with established entrepreneurs and parties and to provide guidelines in the start-up years of their company. This was used for start-ups up to five years old.

The JBL was intended to function as a kind of incubator. For example, cooperation with secondary and higher education was also sought to streamline this “incubatorship” in terms of content and process. Related to the practice in the region, the OSSH took care of the networking function. In addition to business, there was also a discussion about the role for social and government organizations that have a passion for entrepreneurship and sports in the region.

Many positive reactions came to the public after this first encounter. Both the social media and the regional and local media published various articles about this innovative collaboration. Based on these experiences, the introduction was followed up in the form of an offer new entrepreneurs a JBL package during half a year (visiting six matches, including workshops, guest lectures, interactive sessions, use of business rooms and lodge for a pilot price of €125 per start-up).

Fifteen start-up entrepreneurs have joined, sometimes accompanied by a senior or experienced entrepreneur, who acted as a sort of ambassador/coach of the starting entrepreneur. Collaboration was received directly from a number of business parties

(OSSH members): Inzet.nl, Tres, Groenleven, and from the nonprofits Business Voice Heerenveen, the Friesland College, Hanzehogeschool and sc Heerenveen. Also, some activities and contact were set up by start-ups in addition to the organized events of sc Heerenveen (see the individual cases in Section 5B.4.1.) During this period the project manager formed a project group to discuss and evaluate activities, processes with a member of the OSSH and a start-up.

Additional information about this project was obtained by participating in six events (22 October 2017, December 16, 2017, January 20, 2018, January 26, 2018, February 24, 2018, April 4, 2018) belonging to the JBL project and regular visits to matches/sport events of sc Heerenveen in the same period. Representatives of sc Heerenveen, (potential) business partners and start-ups attended these events.

Role of sport

The events of the JBL were aimed at getting as many people to know each other at the start. So there were mainly working methods where start-ups, business partners and SC Heerenveen representatives were mixed in relatively small groups. These working methods were prepared by the operational project manager of the JBL. Frequently, a 'pool' was organized to predict the outcome of the soccer match, the results in the break rest and at the end of the match, who will be the top scorer, how many goals will be scored, etc. This often led to conversations like 'do you know that player?', 'What do you think?', etc. These were followed by more contact questions, like: Who are you and what kind of company/organization are you involved with? What do you do exactly?

When making contact, the business partners usually took the initiative. This is partly explained by the project managers incentives, in which every business partner who enters the JBL box also knows the situation and takes a senior position. Also, OSSH members feel responsible within the setting of sc Heerenveen. Business partners indicate that they have to be efficient with their time, since in other business areas there are also business contacts that deserve attention. Although there are many organizations that are represented by several people, mostly the same people (often

the owners/directors) felt connected to the JBL. All this can be considered as a contribution to the social element within the SEES.

In various conversations with business partners, they mention that they are involved in the organization of sc Heerenveen. They provide personnel, services (ICT), products, etc. Even some start-ups were or became a supplier of sc Heerenveen and they frequently tell that to others. The value of the connection with an elite sport organization like sc Heerenveen was characterised: providing an elite sports organization is seen by other (potential) customers as a measure of trust.

Quotes:

'We provided IT services to a professional elite sport club like sc Heerenveen, when they played Champion League. This paved the way to others like AJAX, Feyenoord (professional soccer organizations) and that gave our other business customers the confidence that we were not a small player at the time, however we were at that time...'

Business partner JBL (lbp06H)

'We are the main sponsor of sc Heerenveen, well ... that means for example in Germany with potential customers that you are seen as a reliable, solid company, it helps in doing business and closing the deal...'

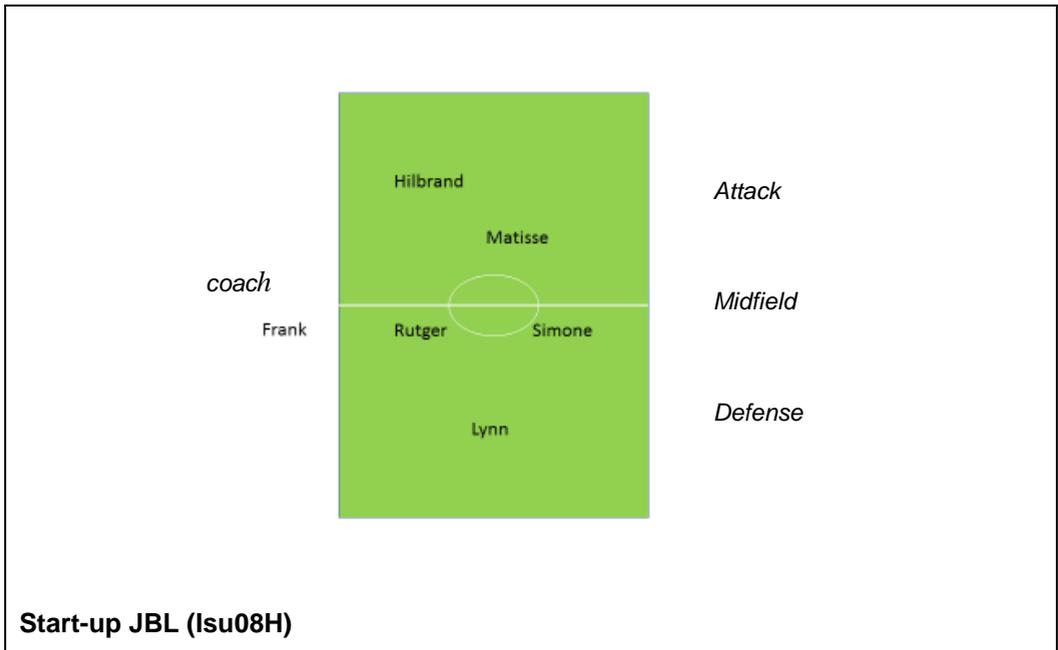
Business partner (lbp01H)

This mechanism, which may have been described as a point of reference within the sports world, can be considered a contribution to the strategic element within the SEES.

In events and conversations, the sport is frequently cited as a metaphor. In many stories, cases people clarify with soccer and sport terms what respondents are doing or how they are acting.

Quote and example:

'Our back office, the administration office actually catches all the problems in the processes like a defense, the production department acts as a midfield and ensures excellent connection between defense (back office) and the attack, strikers, say the sales. Our organization chart therefore looks like this:'



The use of sport/soccer metaphors can be seen as a mechanism for the skill element, where reflection and conversation leads to new approaches or confirmation of behaviour, skills or ideas, all based on sport illustrative cases which can be transferred to daily practice/business.

5B.4 Output

5B.4.1 Individual organizations: 4S elements

Within the JBL project, the project manager regularly reports information about spin-off activities of individual start-ups or partners of the JBL via social media channels. A compilation of individual cases of start-ups that have achieved results on one or more S-elements is provided below:

sc HEERENVEEN'S JBL: individual illustrative cases

Social

MESSAGE IN A BOTTLE'

One of the interested young entrepreneurs was Bo Anema, she started a mobile smoothie bar named Vitamine Bo three years ago. During the speed table session in

the Young Business Lodge, a renewed acquaintance with Yvette Staal and Erika Poel from Fruitkracht (Power of Fruit) took place. Fruitkracht delivers fresh and varied fruit every week to companies in a subscription form. The ladies exchanged information, held various conversations and officially started a collaboration in early December. Fruitkracht has expanded its range with delicious fresh Vitamin Bo smoothies, packed in beautiful bottles called 'Message in a bottle.' For Anema, this a great way not to be season dependent and to quickly expand her clientele. She said: 'This cooperation did not get off the ground without the Jong Business Loge. The contacts that are made there form a nice basis for any other initiatives.'



Scope

'TRANSFER NEWS'

Hilbrand Abma was involved in organising sport events as a freelancer and enjoyed skiing in winter sports resorts. During a JBL activity, he met Frank Valkema. As a young entrepreneur, Frank set up a company a few years ago to serve as a portal for sport supplies, like clothing, protectors and so on. The company, with the appropriate name Sportal, has grown steadily over the past few years, which made him decide at the end of 2017 to expand into the city Utrecht. Therefore, he was looking for a sports manager who could take care of his entrepreneurial tasks at times when he was in Utrecht. Mutual interest ensured that both gentlemen were enthusiastic, and Hilbrand has been employed by Sportal since the beginning of 2018 as location manager in the north of the Netherlands. Abma said: 'Funny that such a meeting before a soccer match, where I initially went without any clue what to expect, offered a fantastic outcome for me. In recent years I have specialised mainly in sporting events, a branch within Sportal that is still underexposed. Now I get space to share my experience within the company.'

Scale

'SPORT and FRUIT'

Frank Valkema is an energetic entrepreneur who brings a lot of enthusiasm with his sport background and makes easy connections. The very interesting and healthy concept of Fruitkracht could not be missed within Sportal. Yvette and Erika deliver a healthy dose of vitamins to the office staff at Sportal. Yvette said: 'The meetings are very nice to attend, because you mainly come into contact with peers, it is easy to level. In addition, it is also nice that the number of ladies is well represented, this in combination with the inbound entrepreneurs from the network of SC Heerenveen (OSSH) who enthusiastically tell about their expertise and experiences. That makes it a huge dynamic whole and you are happy when it comes to transactions finally.'



Skill

'LEARNING FROM PRACTICE'

In addition to the organized meetings during competitions, the JBL is also used as an inspiring environment to connect education and business life. In collaboration with the Friesland College, entrepreneurial students received a presentation from entrepreneurs who were former students of the Friesland College. This new form of cooperation between an MBO (middle vocational education) institution, a professional elite sports organization and a young start-up was made possible by the JBL as the connecting factor.



In addition to the Friesland College, the Hanze University of Applied Sciences is also closely involved with sc Heerenveen and the JBL. Together, these higher professional education and middle vocational education institutions have offered an associate degree course in sports, health and management in Heerenveen since August 2017. Students work in Heerenveen for four days a week, and mainly receive lectures in the JBL. By devising innovative products to promote sports, these students have completed their first major assignment. At the beginning of April, the students, trainers and professionals from the professional field met in the JBL to present their work. The results were promising.

Among the students, there are a number with an elite sport status. For example, two students play in the women's team of sc Heerenveen and they presented their own board game, which includes the players of sc Heerenveen. Soon they will discuss the

possibilities for sales with sc Heerenveen's Feansjop (fan shop). In addition to this board game, numerous other innovative products were presented. For example, a student from the small village Dokkum came up with the website 'Walking Buddies', where older people can make an appointment with a buddy from the neighbourhood to go for a walk together. Another idea came from a student, who developed a game control board for 'kaatsen' (Frisian handball). This board should lower the threshold to participate in this sport.

<https://www.sc-heerenveen.nl/jbl>

<http://vitaminebo.nl>

<http://www.fruitkracht.nl>

<http://www.sportal.nl>

5B.4.2 SEES: 4S elements

Social element

Almost all respondents of sc Heerenveen indicated that if there is a sporting success, it is easier to realise other (positive) results or decisions within the sports organization (new projects, commercial activities, etc.). The JBL project took place during a period of sporting success. However, this period was quickly followed by a downward line of sporting performance. The causal relationship cannot be directly shown, but the unrest within the club increased. This became apparent, for example, in the departure of the commercial manager, who was well disposed toward the JBL. The successor stayed briefly, was informed about the JBL, but did not have time to form an opinion. Then an interim commercial director was appointed who was interested but had not yet a clear vision on the JBL. The management of sc Heerenveen followed the developments with interest and could give support in urgent situations around JBL. One of the consequences was that the project manager got a relatively free hand in organising and keeping the JBL going.

Within sc Heerenveen, there is a lot of mutual contacts between representatives of sc Heerenveen and partners, this is also the case within OSSH. The intensity of contact with the other business parties outside the OSSH is lower. This can be explained by the relatively new composition and limited period of contact. The contacts within the start-up group were mainly achieved by the activities of the JBL, which also led to a subgroup that wanted more contact and mutually reinforcing activities.

In particular, between the groups, a few members of the OSSH and business parties play a more leading role than representatives of sc Heerenveen. Both between start-ups and sc Heerenveen and between start-ups and business parties. The contacts that arise from sc Heerenveen mainly take place through the project manager JBL. A stronger positioning related to the commercial department of sc Heerenveen would have been obvious here to the project manager. On the other hand, the civil society organizations maintain contact with the CSR department. There seems to be a strict separation within SC Heerenveen, which may hinder a more strict cooperation between projects and initiatives. Start-ups also indicate this.

Quote:

'Everyone is waiting for each other, and there is actually too little contact, too few appointments, this also has to do with the leaving of people.'

(Drb04H)

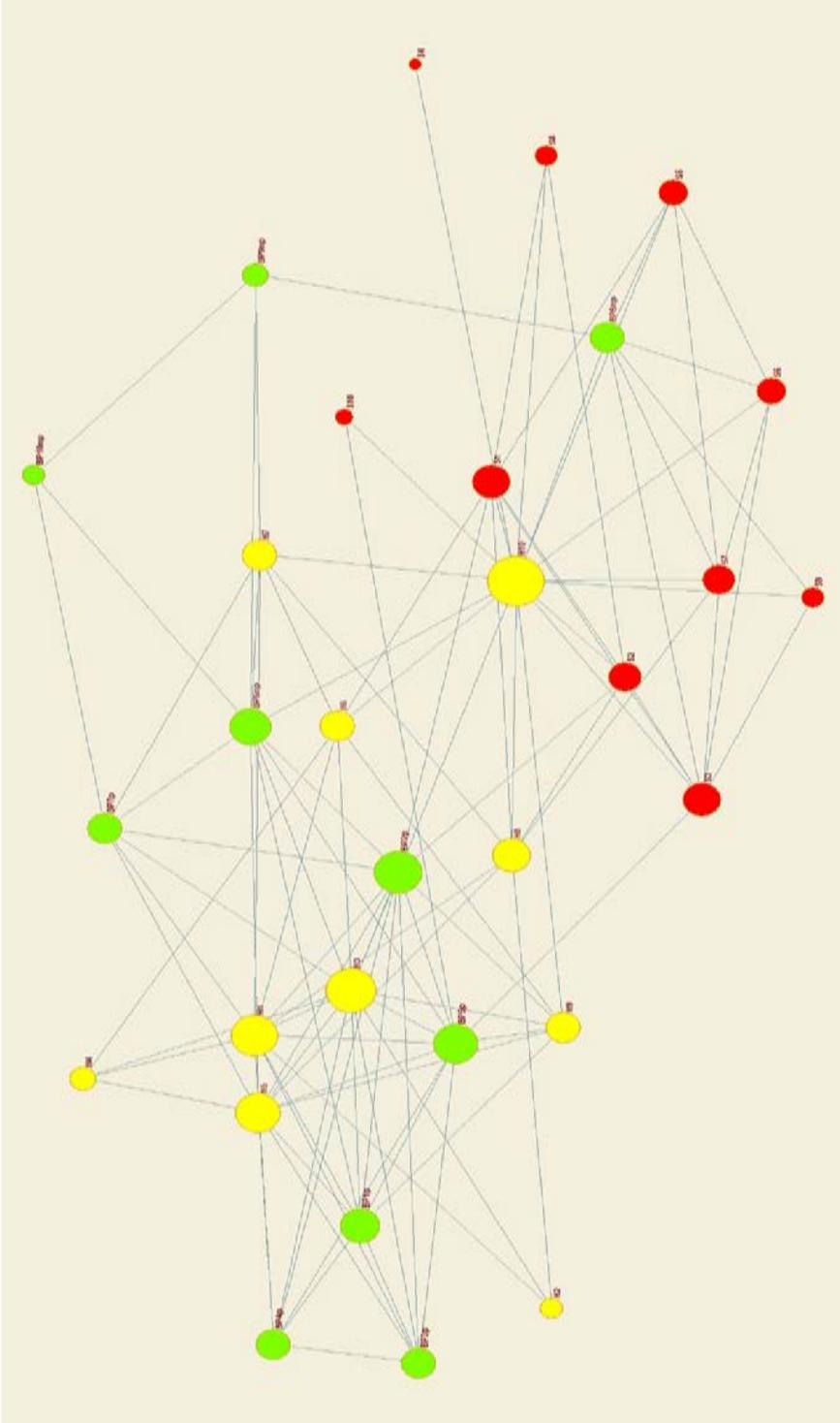
The support of board members of the OSSH was considered especially valuable by the project manager. This support makes it possible to get things done for the JBL within SC Heerenveen. Because of the support the JBL has the possibility that it can act across boundaries and departments.

As a follow-up to the launch, the JBL package was offered by sc Heerenveen to all interested parties. This was mainly communicated via the social media and under the business club tab of the Heerenveen website. An unambiguous administration surrounding this project toward partners and interested people was not set up. The project manager coordinates appointments, acting in a role of 'connector' within sc Heerenveen and between the related organizations, such as OSSH, local government, media, education, nonprofit organizations and start-ups. This is almost a full-time job, a busy job.

At the end of the pilot, a few start-ups requested to join the JBL and there was interest from several sides. A need for a bundling of activities within the municipality of

Heerenveen became visible for partners. The organizations contacted the project manager, who therefore became more of a coordinating centre.

To create a network overview, the same approach as in the Donar case was used: inventory (interviews, questionnaire, visible cooperative relationships) scores of all respondents (see Appendixes) were drawn up in the mutual relationship between these people/organizations, with the Zaheer and McEvily-tool, and discussions with the project group led to the following network analysis and key network indicators:



Yellow = SP, Green = BP, Red = SU, number is a respondent number, p = for-profit organization, np = non-profit organization

Figure 5.2 Social network JBL

Table 5.8 Key indicators of the network of JBL and per group

Key network Indicators	Sc Heerenveen/JBL N 30	SP N 10	BP N 10	SU N 10
Edges	108	24	20	12
Degree lowest	1	3	1	0
Degree highest	18	7	6	5
Mean	7.2	4.8	4.0	2.4
Std. deviation	3.8	1.2	1.5	1.6
Density	0.24	0.48	0.40	0.24
Closeness	0.43	0.31	0.42	-
Betweenness	0.32	0.11	0.37	0.26
Network cluster coefficient	0.47	0.49	0.68	0.41
Eigenvector	0.33	0.26	0.39	0.52

*Could not be calculated due to less numbers/contacts

Although the density within Heerenveen is the highest (one organization), the network cluster coefficient within the business partners is the highest. Most of the business partners have known each other for a long time, although some nonprofit partners were new and not directly involved in the OSSH. The project coordinator has a special (bridging) role for these parties. Everyone involved in the JBL knows the coordinator and feels welcome and cared for. An active coordinator in managing new and existing relations is crucial for creating the network, also in connecting start-ups. In the network analysis, the coordinator is H10.

Two managers of the management team of sc Heerenveen were mentioned as crucial actors in the Zaheer and McEvily tool by the respondents: the chairman and the commercial manager. Both are most visible to the outside world, which might explain their crucial role. A board member of OSHH is the most active business partner in the JBL. The start-ups contacts and position are fragmented and mainly related to an inner group of start-ups.

Scope element

Media attention was considered important by almost all parties. Business partners believe that it makes their social role in the region visible and it spreads the name recognition and role of the OSSH. Start-ups consider such coverage to provide a good positioning of their companies. On social media, they often share these media mentions.

A leading role of (one of the) business partners or (one of the) start-ups at JBL events is valued by all involved.

The JBL is not mentioned much in media or (marketing)expressions, by business partners or by start-ups. Sc Heerenveen put information on its website and communicated the initiative by social media. Again, the role of the project manager was crucial in these initiatives.

Quotes:

'The focus is still mainly financial results, the JBL does not belong to the CSR branch, so we should not position it within the department of sc Heerenveen.'

sc Heerenveen representative(Isp10H)

'The JBL gives substance to the role we want to play in the region, but we have to watch out for jealousy or something of our other business partners.'

sc Heerenveen representative (Isp09H)

'There is a lot of interest from outside, also from other elite sports organizations, such as Vitesse, who watched with admiration and wonder at the JBL, they had also at an event for young entrepreneurs and wanted something we have got, good pr for Heerenveen. We were even asked to be present with their events. Was very nice, but 'they are not as far as we already are' they (Vitesse) indicated.'

(Drb05H)

'There were (only) positive reactions in the social media received after our event, also in the direction of sc Heerenveen as an organization.'

(Drb06H)

Start-ups indicated that they have mainly started to look for a good network and inspiring ideas. Without interactive working methods in the session, the majority would not want to participate in the JBL. However, all involved like watching soccer. The connections can be broadened and intensified, especially toward business partners,

and start-ups want exposure opportunities (see social mechanism). The conversion to business deals is currently minimal, but the majority of participants is confident and believes that time is a crucial factor for coming to deals in the near future. Within the project, the power, authority and influence of business partners are left primarily to the start-ups. In addition, start-ups want to associate themselves with sc Heerenveen, because its name would provide them with a stronger position in the market. This is endorsed by business partners, who refer to the year 2000/2001 when sc Heerenveen made its appearance in the European Champions League, a competition for the elite soccer teams in Europe.

Quotes:

'It's nice to be part of this, which means that I can position my company more strongly, that's also what one of the business partners told, the positive association with sc Heerenveen that provides others confidence.'

Start-up JBL (Isu07H)

'I would like to supply products and services to sc Heerenveen and its business partners, even at a lower price, I see that as good PR for my organization.'

Start-up JBL (Isu01H)

Business partners are in general enthusiastic about the JBL project. The OSSH in particular sees this project as a possible spin-off. They are also willing to invest more than their regular OSSH contribution, although the goals and organization should be more clearly positioned. Other business parties are also positive about JBL, although they do not see direct financial contributions as a possibility. Substantive and organizational contributions are no problem. However, nonprofit partners (education, municipality of Heerenveen) made reference to possible subsidy projects with municipal and provincial authorities, because there is a strong belief in the value for the region.

At the same time, all parties involved support the various initiatives for start-ups and young entrepreneurs. One sees a role for sc Heerenveen, as a platform, however some notice that the physical workplace in particular is a point of discussion between the various initiatives. After all, locations for the benefit of start-ups are also rented and facilitated by other organizations.

Quotes:

'I would like to do more (also invest) with the JBL, different design of the place and much can be done as a breeding ground at the various times during the week. Let sc Heerenveen come up with a proposal.'

Business partner JBL (Ibp09H)

'I think the regional development is important, all these initiatives for young entrepreneurs should also take place from here (JBL), good for sc Heerenveen.'

Business partner JBL (Ibp02H)

About half the business partners find the target group of start-ups interesting for their own business and see the possibility to bring them into the limelight. On a bilateral level, there could be more initiatives between start-ups and business partners. A simple overview of who is who would contribute to initiatives by looking for shared interests and values.

Scale element

One of the first objectives stated for sc Heerenveen with this project was generating income. To date, there is an extremely limited yield of approximately €2,000. Because of the pilot character, it was opted by sc Heerenveen for a model in which the out of pocket costs incurred and the regular access-price to the matches was covered by participants. Break-even was therefore sufficient. The project manager fulfils his activities as an addendum to his previous internship position, with a small internship allowance. Contributions like presentations, food and beverage were free of charge or were covered by the business parties.

Quotes:

'This is fine up to now, but we now have to scale up with the JBL in terms of price, since other business partners also pay more. It must be justifiable. Possibly involve larger organizations, so they delegate their young potentials. These large organizations can pay this more easily, perhaps we can develop a kind of management development process for young entrepreneurs and intrapreneurs in a broad sense.'

sc Heerenveen representative (Isp005H)

'The contribution price is relatively low, for start-ups fine, but then there must be some obligations to the start-ups in favour of sc Heerenveen or for the other business partners. We cannot only rely on the long term where the start-ups move to 'normal'

business partner.'

sc Heerenveen representative (Isp02H)

'The price setting for the JBL has actually been a quick chat, we had limited time to decide, this should get more attention the next time.'

(Drb05H)

'Focus is short-term and financially related, for the longer term there must be a stronger story with multiple values.'

(Drb06H)

The physical infrastructure at meetings is a skybox/lodge on the 'quiet' side of the stadium. This location would be empty without this project during the week. The start-ups consider the location to be extremely good, although they want other business parties to be able to enter the lodge at all time. This was realised during the pilot after the end of matches. Then the comment was made by start-ups that some facilitation in connections was desirable. Then the start-ups that had concrete products or services to offer could immediately reach businesses, which led directly to transactions. However, these transactions were for small amounts of money. No major deals or projects were concluded, however there were some transactions concerned concrete retail products.

Quotes:

'Yes, I've already done good business here, met new and familiar people, yes, we could immediately make transactions. Not the big money, but it's fine.'

Start-up JBL (Isu10H)

'The big deals take place in the other business spaces, of course, the question is how do I get in there.'

Start-up JBL (Isu01H)

Business partners think the box is a great place, but an OSSH member suggested that the box should be arranged more for the target group and the project. He saw opportunities for cooperation with the OSSH and some of its members to make things happen. An initiative for this is expected from the commercial department of sc Heerenveen.

Some business agreements and related transactions occurred among start-ups, between start-ups and business parties and between start-ups and sc Heerenveen representatives. In terms of number and size of transactions, this is still in its infancy, although they can be a concrete outcome of the project. Start-ups say this is being addressed.

Business partners have patience, see their contribution as an investment in the local society and are united in their social responsibility. The educational institutions make things concrete in lectures and classroom activities, and start-ups and business partners contribute to the education through project introduction, guest performances, etc. Sc Heerenveen has worked constructively, which includes providing a week-long training in the JBL box. This location is then not available for financial business compensation, From the organization sc Heerenveen, youth players are participants in the education, so sc Heerenveen put forward that there are educational opportunities for elite athletes facilitated by MBO and HBO (middle and higher education) institutions.

Quotes

'My participation does not lead directly to an increased turnover, but it feels good to be involved, I also tell others about it and I like to hear what young entrepreneurial people like, I hope that knowledge will pay out again.'

Business partner JBL (lbp07H)

'This does not make sense in a financial way, but that isn't interesting at the moment.'

Business partner JBL (lbp07H)

Skills element

The JBL is largely seen as with a training location by the start-ups. (Educational) business partners use the lodge. The education mainly concerns students studying sports, who have practical learning places in the sport (women's soccer organization Heerenveen, a skating school affiliated with the Thialf Ice Stadium in Heerenveen, sports schools and sports clubs).

From sc Heerenveen's perspective, this project is innovative. Account managers from the commercial department of SC Heerenveen have to get to know the JBL's thoughts and methods. This is considered a challenge by some of the sc Heerenveen representatives. Their current working processes are called traditional by themselves and business partners.

Almost all respondents involved expect the JBL organization or the project manager to provide hospitality for those involved and help connect parties and issues. Start-ups and business partners place final responsibility for JBL on sc Heerenveen. The project manager is the personification of sc Heerenveen. A stronger connection within the commercial department is supported by all. A broadening of methods and responsibilities in the JBL is supported by business partners, start-ups, and the representatives of sc Heerenveen.

Respondents involved in JBL appreciate the current state of affairs. For the near future start-ups and business partners indicate that JBL activities may be increased in bilateral connections and attention may be paid to increasing exposure opportunities for all parties. They also think organization of businesses and events could also be achieved by start-ups. Half the business partners also indicate this opinion. In addition, a link to other themed skyboxes is an obvious possibility. Connections can be laid from the JBL to the available agriculture box, construction box, etc. Most of the business partners and sc Heerenveen representatives think a lot of cross-over learning can be achieved by putting more parties together.

Quotes:

'These kinds of initiatives are of course part of the current episode of time, simply selling chairs and billboards is an outmoded concept.'

sc Heerenveen representative (Ito08H)

'The JBL definitely has value for the club, but which and how we should deal with it, is still a bit of searching, we have to learn to deal with that.'

sc Heerenveen representative (Ito09H)

'Very valuable and instructive to do this in such a way, pay more attention to hospitality and be the representative of sc Heerenveen.'

(Drb07H)

'What I know I have to use more, others value it.'
(Drb08H)

The symbolic value of sports is of great value in the project for business partners and start-ups. Most start-ups like to associate themselves with sc Heerenveen (e.g., on their website and in conversations). Any items, such as a match ball or shirts, given as a thank you for services rendered are also appreciated and displayed.

Quotes:

'At the toto of the JBL I won a ball, that was really nice, it is on my desk, I have to explain to everyone what the JBL is, nice isn't it?'

Start-up JBL (Isu06H)

'That guest speaker from the business club and how he explains his relationship with the sc Heerenveen, I learn a lot from that, I would never have come up with that idea myself.'

Start-up JBL (Isu04H)

The business partners and start-ups think the enrichment in the area of knowledge and skills works well. Inspiration and networking are specifically mentioned as learning outcomes.

Quotes:

'I find the contact with these young entrepreneurs inspiring, if it will have consequences... no idea.'

Business partner JBL (Ibp04H)

'It is striking that these young guests really worry about their environment with sustainability and that kind of principles, ... that's good, that differs from me and my generation, less I suppose.'

Business partner JBL (Ibp02H)

5B.4.3 Regional: 4S elements

The regional output does not yield more than a first indication, as it is not part of this research. The JBL got attention from regional newspapers and on social media. Other elite sports organizations contact sc Heerenveen to ask for the JBL's findings (skill element).

There is also an interest from the province of Friesland, for example, sc Heerenveen has been informed about a possible subsidy for this initiative by SNN (scale element).

SNN is a partnership of business and nonprofit organizations in the northern Netherlands. They provide subsidies, facilitate the northern cooperation of organizations and represent the northern interests in The Hague and Brussels with the aim to develop the northern region. They want to stimulate, facilitate and connect ambitions aimed at the development of the northern Netherlands. All this aims at creating positive social and economic impact in the northern Netherlands.

Chapter 5C Case: Elite volleyball organization Orion Achterhoek, Doetinchem

5C.1 Context

De Achterhoek is a region within the province of Gelderland, located in the east of the Netherlands near the German border. The province of Gelderland is the largest province of the Netherlands in terms of area. Within Gelderland, various regions are appointed, each with its own theme, for example, cleantech and food. De Achterhoek presents itself as 'Smarthub Achterhoek'. The key concept here is smart industry. In which the core is that smart ICT and new connections ensure efficiency and innovation in the manufacturing industry.

The province of Gelderland has about 2 million inhabitants. About 300,000 of them live in de Achterhoek. De Achterhoek consists of the eastern part of the province of Gelderland, with ten municipalities, one them is Doetinchem. About 60,000 inhabitants live in the municipality of Doetinchem, where nearly 30,000 people earn their living in Doetinchem. De Achterhoek is easy to reach by car from all directions. Arnhem, the provincial capital of Gelderland, is half an hour away by car and train. A highway from the western Netherlands (The Hague) runs south from the Achterhoek region toward/from Germany. Amsterdam is a one-and-a-half hour drive and a two-hour train ride.

A goal within De Achterhoek is becoming a powerful region that cooperates quickly and decisively to keep de Achterhoek economically strong. A region that is rich in leading, innovative manufacturing companies with international allure. Agenda2030, which is in progress as of 2018, hopes to reach this goal. The implementation of Agenda2030 is taking place in six thematic tables, in which the various partners participate. These themes are: smart work and innovation, education and the labour market, the real estate and housing market, mobility and accessibility, circular economy and energy transition, and care innovation. Remarkable is the name of a network of organizations that provide support and finance to start-up initiatives with a

focus on energy, creativity and ICT, named Orion. However there is (still) no connection with the volleyball organization or any other sport organization. One third of unemployment benefit workers do not have a basic professional educational qualification. Many SMEs, but no multinationals or large corporations, are present, and many low-educated people, people with an administrative profession, disabled workers and the elderly do not find work easily. Due to the demographic development, the economic significance and the expected growth in the employment and welfare sector, it is important to also treat the labour market of this region as a focus area, as is already the case for industry and technology (provincie Gelderland, 2018; Gemeente Doetinchem, 2018).

The city of Doetinchem is the economic centre of de Achterhoek region. Doetinchem is relatively well represented in professional (elite) sports. Orion Volleyball Doetinchem has been the volleyball club of Doetinchem since September 1969. In addition to Orion, an elite sports volleyball organization (a separate foundation) acting on the highest professional national level. They play the home matches in the SaZa Topsporthal with a capacity of approximately 2,000 spectators. Furthermore there is also the professional soccer organization De Graafschap B.V. The soccer stadium of De Graafschap has 12,500 seats, with an occupancy rate above 80% (KNVB, 2016). The business club of De Graafschap has approximately 350 companies from the Achterhoek region.

The Orion Achterhoek volleyball men's team 1 plays in the national volleyball division. As a volleyball organization, Orion uses a municipal sports venture called Saza Topsporthal, which is operated by a separate foundation. Near Saza Topsporthal, an educational building was opened in 2018 for MBO (middle vocational education) sports through the Graafschap College. The sports service department of the Doetinchem municipality is also located within this same building and works closely with the education institute.

The economic growth of Gelderland approached the national average of 3.2% in 2017. Gelderland belies the premise that high economic growth is by definition associated with a high level of education of the labour force. The proportion of highly educated people in the active labour force in Veluwe, Achterhoek and Rivierenland is below the Dutch average of 36% (provincie Gelderland, 2018). According to the UWV (2018), the labour market in Achterhoek and on Veluwe has changed in a way that is beneficial for jobseekers, but employers have fewer choices. This is also evident from the growth in the number of vacancies, which increased by 8,900 between the end of 2015 and the end of 2017 (CBS, 2018).

5C.2 SEES conditions

Helix

This third case focusses on Orion Topvolleybal Doetinchem Foundation. Founded in 2002, this foundation is responsible for the organization behind the men's team, Heren 1, of Orion that plays in the Dutch national volleyball league. Seesing Personnel was the main sponsor of the volleyball organization until September 2018 and consequently their company name was combined with Orion (Seesing Personnel Orion). After the main sponsor left, the foundation-name was changed to Orion Achterhoek.

The foundation Orion Topvolleybal Doetinchem is separated from the sportclub Orion Volleybal Doetinchem. However the elite sports organization Orion has a traditional club character. A change in the organization is envisaged (Orion presentation in December 2017) as a result of a decline in members, a lack of a clear financial structure and a board that is too involved in operational matters, and where elite volleyball is placed in a separate foundation, there is the issue of whether the foundation (elite sport) and association (voluntary leisure sport club) are separated too much. In the new proposal, elite sport is considered one of Orion's target areas. The elite sport is seen as a unique selling point. Orion wants to be socially involved in stimulating exercise and fun, and its secondary goal is to be a breeding ground of volleyball talent. Specific objectives for the elite sports organization are sport-related:

performing at the top of the Dutch competition and in the first rounds of the European Cup.

The sportclub Orion is responsible for youth, recreation, performance and competition. Both organizations (foundation and sportclub) work under the name Orion Volleyball Doetinchem. The club has more than 450 members and almost 50 teams. From the premier division (women) to the recreational level, they serve volleyball players and players at any desired level of volleyball. Play, fun, conviviality and performance are central. The volleyball club Orion has a three-headed board and, as required by law, is accountable to the highest body of the association - the general assembly. This is in contrast to a foundation, where the board can independently make decisions, insofar as they are in line with the articles of foundation and are not for profit-making purposes.

The foundation Orion Topvolleybal has had a difficult financial situation from the start. There was a bankruptcy in 2014, the aftermath of which is still being felt. The Foundation has a staff of seven people. Recently (2017) there have been some changes in staffing, which is why a central policy cannot be submitted yet. The relation with the regional businesses is mainly based in the BedrijvenQluster (translation: group of companies) foundation. These companies are regional or local sponsors of sports who have taken on the (sub)sponsorship of the elite sport organization Orion as well.

Around 2014, when the Orion Topvolleybal foundation filed bankruptcy, the sponsors did not reconsider the expected compensation of Orion for the deposited funds. This led to the establishment of the BedrijvenQluster Foundation by a number of these sponsors (see Appendix 8).

BedrijvenQluster is responsible for the largest financial source of income from the Orion Topvolleybal Doetinchem foundation. It handles a turnover of between €100,000 and €200,000 most of which comes from sponsorships. BedrijvenQluster contributes

more than half the budget. Many sponsors also provide (part-time) work for the volleyball players of the first selection, who mostly come out on an amateur basis (without regular payment). So these players are able to combine work and playing volleyball in the region. The BedrijvenQluster has set itself the goal of offering companies training and educational opportunities, the revenues after deducting the costs of the offers go to the Orion Topvolleybal Doetinchem Foundation.

BedrijvenQluster therefore presents itself as a platform for knowledge development and exchange. For example, it strives to increase operational knowledge of (technical) innovation, production methods, marketing and sales. The foundation also aims to give substance to (business) talent development in de Achterhoek. Therefore, they offer packages consisting of various combinations of training opportunities, network meetings and access to sport activities of Orion's professional elite sport men's team. Because the package is used as training/education, there are tax benefits for companies. Participation is limited to 10 to 20 companies. There is a different relationship besides direct sponsorship between the sponsor and Orion, because BedrijvenQluster is now a kind of mediator. Incidentally, there are companies that do both: sponsoring indirectly through BedrijvenQluster and directly by donating a traditional sponsor budget.

The BedrijvenQluster has also partners and participants who do not connect with Orion in terms of coming to activities, matches and events. The BedrijvenQluster plans to be open to other participants besides companies, but that is not the case yet. A plan is to create a special package for new target groups, like start-ups or young entrepreneurs. Through networking and sports activities, such a package could be developed in cooperation with parties at the local and provincial levels. This way, both existing and new companies can enrich themselves and each other with sport as the means of connection.

In addition to the Orion Club and the Orion Foundation, there is also the Friends Club Orion Doetinchem foundation. Although it is legally separate from the Orion Club and

the Orion Foundation, it acts for the benefit of both organizations. Initially, the Friends Club only functioned for the club and the Ladies 1 team, but gradually other teams joined also the men's team Heren 1. The Friends Club pays for travel costs for international matches and tournaments, shirt sponsorship, food and beverage after a won match. Up to now there are about 150 friends, a number that remains almost constant.

Almost all expenses that fall outside the club's budget are borne by the Friends Club. Half of the friends' contributions go to transport to away matches and training camps. The Friend Club also organizes and finances special sport information for example the annual presentation guide and the tribune-info (a magazine with sport information and advertisements) at home matches. In contrast to many business clubs, the group of friends consists of SMEs and private individuals. The financial contributions are therefore not high for these individuals, 50–100 euros per season.

Another organization involved in the elite sports context is Achterhoek Younited. This started as a youth development and talent programme of the elite sport soccer organization De Graafschap. This programme has been extended to all other sports in the Achterhoek (handball, judo, water polo, volleyball, gymnastics, etc.). Achterhoek Younited helps girls and boys from the Achterhoek reach their potential in the context of sports, education and the societal domain. With this, Achterhoek Younited wants to position Achterhoek to be the most optimal development environment for young people, with talent at all times being central.

By collaborating with partners from the sports education and business community and the government, Achterhoek Younited wants to achieve a win-win situation and synergy in the field of talent development and youth sport stimulation. This should lead to 1) a quality impulse in the field of talent development and youth sport in the Achterhoek, 2) an integrated approach to coaching talent: in the societal field, education, sport and amateur clubs and 3) increasing the influx of talent into (professional) elite sports and regional amateur sports (achterhoekyounited.nl, 2018).

One of the main topics of the Achterhoek Younited talent programme in the last three years of their programme (from the age of 16) is the entrepreneurial elite athlete. Participants are provided with a programme relate to entrepreneurial knowledge and education, skills and applying this in practice.

To facilitate the programme, Achterhoek Younited cooperates with various partners in the profit sector (including a bank) and the (semi) nonprofit sector, including the province of Gelderland, Topsport Gelderland, an initiative of the sports department from the University of Applied Sciences/Hogeschool van Arnhem and Nijmegen (HAN), supported by NOC * NSF (National Olympic Committee) and the Olympic network Gelderland. Furthermore, they are related to the 'Achterhoek in Beweging' platform (in which eight Achterhoek municipalities work together to bring attention to the power of sports, exercise and a healthy lifestyle in Achterhoek) by initiatives and projects from organized sports in the Achterhoek and educational institutes. For example, there is a secondary school with a top-class sport scheme and a MBO (middle vocational education) related to the domain of sports is represented in de Achterhoek.

The municipality of Doetinchem facilitates schools, clubs with accommodation and municipal initiatives through its 'department' sports service. Orion uses the Saza Topsportthal, which it has to rent, and provides food and beverages through an external party. The accommodation is therefore a large expense for Orion. In 2018 a new initiative was started by entrepreneurs in Doetinchem. A number of local entrepreneurs, with the help of a municipality, have converted an old library building in the centre of Doetinchem into a breeding ground for entrepreneurs, who are facilitated and supported by government and education. It is called 'De Steck.' The joint efforts of all those involved contribute to a strong extent to strengthening the living and working climate of Achterhoek. Besides the business club of soccer organization De Graafschap, De Steck is the only other place in Doetinchem where elite sports and business meet. De Steck also provides a physical location for Achterhoek Younited to develop entrepreneurial initiatives. Furthermore,

BedrijvenQluster, as the business club of Orion Topvolleybal Doetinchem, intends to use the De Steck for their meetings and activities.

In 2017, Achterhoek Younited as a mediator contacted the soccer organization De Graafschap and the business club of De Graafschap with the idea to launch an initiative on elite sports, business and new young entrepreneurs. A relation with the BedrijvenQluster could be initiated eventually. The relation between the De Graafschap and Orion was not that close (yet), however fans of both organizations have celebrated elite sport successes together. Due to staff changes within the soccer organization this initiative did not get off the ground.

The sport and network activities of the Orion Foundation are based around the home matches of the first team and the regular annual gatherings, such as Christmas, New Year and so on. The separation between the foundation and club is not clear. Before, during and after the matches, business representatives can meet with the other public in the canteen of the Saza Topsportal. In special cases, a separate area of this space is reserved.

The network and training sessions organized by the BedrijvenQluster do not use the sports facilities in the Saza Topsportal. This means that sports and the BedrijvenQluster perform their activities independently. However, the partners of the BedrijvenQluster have access to the home matches of Orion in the Topsportal. The network and the educational sessions of the BedrijvenQluster are arranged thematically and form intensive masterclass sessions provided by experts, predominantly from renowned knowledge institutions (Nyenrode University Breukelen, Erasmus University Rotterdam, and the Eindhoven University of Technology). Themes are contemporary from the world of business and entrepreneurship, such as innovation, design thinking, digital marketing and lean six sigma.

With De Steck sports and business being joined, network and inspiration sessions got a push, sometimes separated from the elite sports organization, sometimes with the

help of elite sports organizations. These include sessions by the Achterhoek Younited foundation in cooperation with its partners (education, local/provincial government, and some business organizations). For the near future, Orion, business partners and new entrepreneurs could come together in the new approach of the BedrijvenQluster. In line with the existing initiatives, in this research it was investigated to what extent there is a willingness and possibility to develop a new BedrijvenQluster package (BQP) by those involved in the foundation Orion Topvolleybal Doetinchem, business parties and new entrepreneurs.

In summary, helix:

- Education system, represented by higher and middle vocational education (sport)institutes
- Economic system, represented by several business partners and start-ups
- Political environment, represented by local/regional government
- Media-based and cultural-based public, represented by the elite sports organization, as well as foundations (Friends Club), clubs, and local/regional news organization that are interested in the concept.
- Natural system, not represented

Willingness

As in the previous cases, stakeholders were selected beforehand. The same approach was chosen, quantitative and qualitative (see Chapter 4). The number of respondents (30) was determined in advance. The representatives of Orion are not restricted to board members and volunteers (n=5) of the foundation but also club representatives (n=5). Again, an equal division between the groups elite sport, business and start-ups was sought. Not all respondents could fill in a questionnaire due to practical problems. In addition, there are some missing values as a result of unclear or incomplete questionnaires. Of the 30, 27 questionnaires were processed. The respondent numbers are nine from Orion (SP), nine business partners and nine start-ups. All respondents were asked to answer the questions before any activities began.

Table 5.9 Descriptive AVICTORY scores Orion, BQP

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ability_construct	27	2.75	7.00	4.44	1.40
Value_construct	27	1.00	6.50	4.43	1.31
Idea_construct	27	1.00	7.00	4.70	1.13
Circumst_construct	26	2.40	7.00	4.46	1.44
Timing_construct	27	2.00	7.00	4.82	1.50
Obligation_construct	26	1.00	7.00	4.56	1.62
Resistance_construct	26	2.00	7.00	4.24	1.49
Yield_construct	27	1.00	7.00	5.11	1.40

These descriptive scores, divided into the groups of elite sports organization, business partners and start-ups related to the BQP, are shown in Table 5.10:

Table 5.10 Descriptive mean scores within BQP, per group

	SP	BP	SU
N	9	9	9
Ability	3.5	4.7	4.7
Value	4.7	5.2	5.2
Idea	5.0	4.8	4.8
Circumstances	3.3	4.7	4.7
Timing	4.5	5.2	5.2
Obligation	5.3	4.5	4.5
Resistance	3.4	4.2	4.4
Yield	5.1	5.0	5.0

4S model, quantitative

Like the other cases, a translation of the variables to the 4S model occurred. The social element is not included here, as it is considered as a (necessary) binding mechanism. The translation leads to the following (simplified) overview of the extent of

underlying positive contributing elements to the willingness to participate (all the items have equal weight).

Table 5.11 Scores of AVICTORY items translated in S elements within BQP (per group)

S element	A VICTORY variables	Mean score
Scope/strategic	Circumstances, Timing, Obligation	4.7 (SP 4.4; BP 4.8; SU 4.8)
Scale/economical	Ability, Yield	4.7 (SP 4.3; BP 4.9; SU 4.9)
Skills/cultural	Value, Idea, Resistance	4.6 (SP 4.4; BP 4.7; SU 4.8)

These statistics show that there is no clear unwillingness or willingness to develop a cooperation for a BQP. The highest scores are on the scale element from business partners and start-ups. The sports organization has the lowest scores in all the three elements. The scores are not highly positive or negative.

4S Model, systemic conditions, qualitative

In addition to the quantitative measurement, a qualitative measurement was also performed into the systemic conditions and the changes during the research period through open and semi-structured interviews and diary and document analyses.

These are contained in the 4S model. Twenty-nine respondents were considered: 9 from the sports organization Orion (foundation and club), 10 from the business partners (BedrijvenCluster and others/nonprofit) and 10 start-ups.

Social element

Orion respondents are positive about the BedrijvenQluster for their business partners. If start-ups are added to it, it gets a different character. A separate offer for this target group of start-ups was embraced by Orion respondents. Especially board members very positive, they find that Orion should have a bigger audience. However, attention must be paid to the current business partners.

The business partners do not see any direct impediments in the creation of a separate programme either, but they want to keep the current programme business-like. A clear picture of what kind of start-up could be interested and interesting is not available and many questions arose, such as: Which industry? Which age? What can they bring in? The role of the nonprofit sector (education and municipality) is unclear for most profit business partners, however they can perhaps join the events as well. A strict division between the nonprofit and for-profit organizations is visible. Furthermore several business partners in the BedrijvenQluster are involved in managing Orion as a board member, so there might be a double role of some people.

The start-ups see added value in expanding their network through initiatives within Orion, but half the start-up respondents stated that sports or a sports organization are not specifically needed for this.

Quotes:

'Apparently, a board management function at an elite sports organization creates distance, people apparently have something like...well, that's someone, not so easily accessible, approachable, ...that's a pity ...'

Representative/board member Orion (Isp030)

'The municipality does not really seem to be sports minded, perhaps the new mayor now, a former alderman was, but yes ... that civil service ...'

Business partner (Ibp030)

'Orion is actually a small tied group of people, but they do a lot of good work within Orion.'

Business partner (Ibp090)

'I do not have that much with volleyball, businesswise there are interesting organizations involved.'

Start-up (Isu100)

'Making contact and making appointments is relatively easy with everyone, apparently everyone is interested.'

Dbj010

Scope element

Regional goals are endorsed by most respondents, and an initiative within the BedrijvenCluster for start-ups would contribute to this. It is clear to all that such an initiative is good for the reputation of Orion, the sport, the companies and the Achterhoek as a whole.

What exactly the training offer is of such a BQP is of great importance. It must be at the right level and the objectives of start-ups and established business partners for this might differ. This was mentioned a lot up by Orion representatives and business partners. Doing business together between young and old entrepreneurs could be a nice return on such an initiative. Business partners who refer to the existing master classes would like to keep that level, while new partners are looking for new forms of collaboration. There were different ideas about the type of start-up: a start-up in the sports world, a professional athlete who operates as a freelancer, or someone who started a business. Most Orion representatives are willing to join if the initiative brings some value to the players who are interested and maybe some money for Orion. Business partners mention the objective of the region - to have an more attractive image. Students were not mentioned as a target group by nearly all respondents. Start-ups indicate that there is an added value for them in that they might experience growth in their company through the business contacts.

Quotes:

'Such an initiative does fit with the region, it also fits in with what we want for our elite athletes, we have to offer them more than just a place in elite sport, we provide them part-time jobs, but if there are players who want to start for themselves than this fits very well, as Orion we should support this.'

Representative/board member Orion (Isp010)

'The objective with this type of initiatives for Orion is finance. Even when possible I am in favour of constructing a private company (BV) of Orion, but not everyone agrees with me.'

Representative/board member Orion (sp02O)

'It's also regional development, we want elite athletes for our elite club, but athletes have to build up something here as well: a family, job/work, ...and that is my responsibility within the club. So start-ups and entrepreneurial people are very important for the region and almost everybody has something to do with that ... so as an elite sports organization, we may have to work on that actively.'

Representative/board member Orion (lsp03O)

'Nice..., we can do more with sports: promoting health to employees, a business competition, volleyball or something else for fun, possibly with Papendal, the involvement of and within the region will be bigger, it's just an idea.'

Business partner (lbp01O)

'With the BedrijvenCluster we promote regional talent development in a wide area, for the short and long term, but in fact this all is possible even without the sports.'

Business partners (lbp06O)

'Nice initiative, do not know if it fits our organizational goals, we still have a somewhat different target group.'

Business partner (lbp08O)

'I would like to know the content of the possible sessions, in my domain I am good, so I am interested in new developments in other domains and other organizations, so I can make my mind up toward new development in the environment.'

Start-up (Isu03O)

Scale element

For the scale element, within the Orion organization there is a dual focus on money and on keeping business partners (especially the for-profit ones) happy. The nonprofit partners recognise the importance of a new programme, but believe that it should be efficient and effective for the longer term. The Orion organization cannot put too much time and energy into the initiative, due to those involved and the voluntary nature of the management function within Orion. The people who have more time, for example, because they have stopped working are not involved in the business circuit (anymore). Business partners, however, are willing to invest time and energy in initiatives, but the majority also indicate that they do not want to donate extra contributions for start-ups, unless there is a clear added value for their organizations.

Most start-ups have a limited budget available to invest in initiatives. The main reason to participate is access to Orion's business networking and good content information during sessions. Not all start-ups are able or willing to join Orion's matches or stay before or after for a substantive or network session.

Quotes:

'Orion is not able to bring in much more than her name and elite sport status. Just as with the other BedrijvenQluster activities, we are the money/budget receiving party.'

Representative Orion (Isp030)

"You want to generate income simply to make elite sport possible, the money is conditional and essential. If business initiatives do not contribute to that, it will stop."

Business partner (Ibp070)

'I want to invest in it, but then it has to yield something concrete, I have to experience added value, like new developments, tips and tricks, new segment of customers, otherwise I will stop it soon.'

Start-up (Isu010)

'It's not about the amount of money I have to put in, it is about and what goes to the volleyball, it's about making me pay something.'

Start-up (Isu060)

Skills element

The content component was appealing to interested respondents (new developments in the field of sustainability, ICT, marketing or finance). Almost everyone wants to provide input on this element. In this element, the added value of the initiative for their organization is expected from business partners and start-ups. As a point of reference, the current situation and events of the BedrijvenQluster are generally mentioned by the involved business partners.

Skills and attitudes are not mentioned by business partners or start-ups. Orion representatives see less points of interest for their organization, except a possible educational component for their volleyball players.

Quotes:

'We intend to help players with a job and/or career after playing volleyball, like doing business or start-up a company. There are certainly a few who would be okay. They are not soccer players, they are volleyball players that is a different kind of sport athletes.'

Representative/board member Orion (Isp010)

'I would like to hear new ideas, innovative insights. Whenever that will happen, I think it's all right..., anyway I am enthusiastic about the BedrijvenCluster.'

Business partner (Ibp010)

'If it remains business-like and the level of participants is top, then it might work, that's important, otherwise I do not really care about it.'

Business partner (Ibp070)

'Volleyball is not the starting point, I would like to hear new developments, sustainable development, international developments, food for thought on a high level, please.'

Start-up (Isu010)

'Of course there are already several knowledge sessions in the region, in line with this there must be a new idea or value behind it, difficult to formulate that concretely, but something like that is conditional to participate.'

Start-up (Isu040)

Systemic condition within the 4S-model, summary

No high scores were observed in either the quantitative or qualitative results. This means that the willingness is not high, but the initiative could help the region and that strategic value is recognised, particularly by the business partners. The scale element is important for Orion, however, the initiative is not picked up directly at Orion. The initiative remains a pushing and pulling approach to others by some business partners. There is also a lot of overlap on existing initiatives and activities. In concrete terms, this means that plans can be set in motion, but they will not be jointly supported initiatives.

5C.3 Sport as a mechanism

SEES activities

No real SEES intended activities are available. However, there are a great variety of activities in which sport and business/entrepreneurship come together with representatives of Orion, business partners and start-ups. One example is Orion home matches, where those present can connect before, during and after the matches. However, this rarely occurs when it is not structurally organized, which makes the situation not much different than any other sports club.

Furthermore, there were five training and knowledge sessions (master classes) under the responsibility of the BedrijvenCluster. However, the role of sports in these activities is minimal. Orion benefits financially from these activities and it connects between sponsors in a separate business network. Contacts led to the realisation of at least two employment contracts for an Orion player at one of the business partners. The sessions were very profit and business oriented. When opening the sessions for talented civil servants from government organizations or start-ups, the setting and content have to be reconsidered due to the different points of view.

There were also sessions where sports and business came together, but these were organized by business parties as an event. For example, elite soccer referee and supermarket entrepreneur Björn Kuipers was present as a guest speaker at a session (October 2018) by three business parties in the Steck. This session also brings new parties to such an event, since parties affiliated with the Steck also had access, so sponsors of De Graafschap and Orion were present, as well as board members of sports organizations, such as Achterhoek Younited. Furthermore start-ups that have a (permanent) location in De Steck were present as well.

Then there were activities in which Orion is involved informally and indirectly, such as knowledge and network sessions that, in terms of content, bring forward the combination of sports and entrepreneurship/business. For example, Achterhoek Younited organized sessions for inspiration or learning for favour of elite sports talents from Doetinchem. Topics included the elite athlete as a sports entrepreneur, sport technical developments and talent development. Usually, (former) elite athletes are put forward as a sports role model. Sessions were held on 29th September 2017, 18th September 2018 and 3th October 2018. Additional information about these activities was obtained in this research by participating and regular visits to matches/sport events of Orion in the same period.

A project organization for an SEES was not at stake, however, some people (especially from the nonprofit partners) were very active in supporting the initiative and were involved in this research to gather data. Therefore, the research was restricted in

terms of qualitative data from a diary and the project organization (see Section 5C.4.2.1).

Role of sport

Although there is no direct mention of SEES activities, sport plays various roles in the different activities and session. The business partners who are directly involved with Orion, have experience with playing a sport at a high level (like their own career or that of a family member), so for them it was easy to identify with this sporting context. A number of business partners feel so involved that they have made financial resources available to help Orion get out of a difficult financial situation.

To other business partners, often the nonprofit sectors, the experience around the matches plays an important role in their involvement. They want to be involved in events in Doetinchem due to the media attention at the volleyball matches at the highest national competition. Although they realise that volleyball cannot compete for attention with the more popular soccer, which is also practised in the municipality at the highest level.

The fact that the elite sports organizations are working to connect the sports to each other with the aim to positioning the region is appreciated by the respondents of Orion and business partners. Sport performances at the highest level are considered a sign of success of the region. However, start-ups know little about sports; some have never experienced an elite volleyball match. However the idea led to curiosity, but not yet to them attending a match. The majority of the start-ups respondents do not see the point.

Quote

'You have to have a passion for the sport and you have to empathise with it, otherwise you do not have anything to do at Orion.'

Representative/board member Orion (Isp010)

The metaphor function of sport is often used by people involved in the activities where sports and business/entrepreneurship come together. In announcements of events, this is also the case. For example, an international soccer referee, Björn Kuipers, connects his elite sport referee team with his team in his supermarket enterprise.

'Like no other, he has experience with communication, performing under pressure, dealing with setbacks and leading a team. Bjorn's presentations give a special impression in the world of a top referee. He also lays the perfect link between entrepreneurship and elite sport, with examples from the practice of his own supermarket.'

Text from the invitation for an event with int. soccer referee Björn Kuipers

Another example was water polo elite sport coach Robin van Galen, who spoke about his experiences at an inspiring event about building a result-oriented (Olympic gold winning water polo ladies) organization. That such translations between sport and business are possible is also confirmed by respondents from the Orion organization.

Quote:

'I often mirror the business team I am responsible for with the Orion elite sports team of volleyball. There are similarities, but also big differences. If things go wrong in business, it is a shame, we learn from it and continue. In elite sports organization Orion people get angry, frustrated ... it is clear to everybody that the performance was not good and that it should not happen again ... I like the open way, the passion...'

Representative/board member Orion (Ito020)

The relation between Orion and business partners is mentioned by Orion, often as a source of finances, similar to traditional sponsoring. Start-up Marjolijn (see the individual case in Section 5C.4.1) is one of the few business relations involved who uses Orion as a customer and reference in her business statements.

Representatives of the BedrijvenCluster state that they act without sport influence and Orion plays its matches without direct structured business activities. No kinship with the sport is consciously sought. However, according to most business partners and the representatives of Orion who have a business as well, sport plays a role in helping HR related matters in their organization, such as vitality, well-being and personal development through contacts with others, which occur easily through the sport.

5C.4 Output.

5C.4.1 Individual organizations: 4S elements

The individual differences between organizations related to Orion activities are diverse, because an active SEES cannot be talked about. However, there are

indications that there are opportunities for an SEES. However a number of start-ups have been approached that have found a place in the existing network around Orion, De Steck or the BedrijvenQluster. Below is a case situation described by a start-up, which represents a way of acting within the Orion network.

Orion, BedrijvenQluster and a start-up: an individual illustrative case

Marjolijn van Haarlem, now in her mid-twenties, has always played competitive volleyball in her home town Doetinchem at the regional volleyball club Orion. Volleyball was important in her family; other family members were closely involved in the volleyball club, both in the sport and organizationally. In addition to being active in sports, Marjolijn's passion is design. Marjolijn's choice for a higher vocational study in communication and multimedia design brought her to Utrecht. Due to an injury, she unfortunately had to quit volleyball. From her other passion, fuelled by her studies and first work experiences at a graphic design studio, she has now been able to find her profession.

MARJOLIJN
(INFO)GRAPHIC DESIGNER

Marjolijn has been fully employed in her own company since 2017 under the name: 'Marjolijn van Haarlem, (info) graphic designer.' Her specialisation is data visualisation and infographics. At the beginning of 2018, she settled in the Kanaal030 business complex in Utrecht with other creative companies and freelancers. Kanaal030 is an old factory location where the various companies have their own workplace or studio. It is an open, creative and inspiring setting, where Marjolijn feels at home and where people also try to help each other in their companies, for instance, with acquisition, assignments, business processes and creative and product-content developments.

Social

A client of Marjolijn, who is still playing volleyball at Orion, asked if she could do something with her profession for her old volleyball club Orion. The club, and in particular the foundation that is responsible for the first men's team that reached the national league, intended to modernise its information services, including its website. Because Marjolijn still feels a bond with her old volleyball club, contact was established via the client with a board member of the Orion Foundation. Knowing that the sports organization is suffering financially, Marjolijn promised on historical-emotional grounds to help the volleyball organization with a new website and social media information provision.

Marjolijn also came in contact with the BedrijvenQluster for an assignment. Contact

was made by the board member. The BedrijvenQluster is a foundation for companies that are looking for up-to-date knowledge and information in the form of training for managers and potentials. The financial proceeds will benefit the Orion Foundation. Joining as a business partner within the BedrijvenQluster does not yet play a role for Marjolijn. An idea to create an offer from the BedrijvenQluster for start-ups and talents does appeal to her, although her branch in Utrecht is not convenient for that. Her family in Doetinchem ensures that she regularly visits Achterhoek, but traveling for appointments is still time and energy consuming. Another factor is that she has her network of start-ups in Kanaal 030. She hardly knows any start-ups in the Achterhoek.

Scope

In exchange for her contributions to Orion, she asked the club to be named on the website (with a link to her own website). Orion agreed and added Marjolijn to its list of sponsors. This meant that she was provided with all sponsor information and was invited for the activities that apply to all sponsors of the club. Marjolijn likes that very much, it feels like her old bond with her volleyball club is intact again.

Partly because Orion also plays at European level, there is public interest in Orion's performance and Orion appealed to Marjolijn to continue with help in (social) media expressions of the club. She did this with pleasure; it feels good to her to continue to deliver something in return for the possibilities she has received from the Orion network toward new clients, such as the BedrijvenQluster.

Scale

Her contacts and activities with Orion resulted in paid assignments. The board member of the club asked Marjolijn to carry out a number of business assignments for his company. This in turn led to Marjolijn being asked to help the BedrijvenQluster set up a website. Marjolijn now has a nice assignment portfolio; among others, construction companies in the south of the country and customers in the eastern part of the country.

She does not participate in the BedrijvenQluster as a full-fledged business partner, as the financial threshold is too high for her at the moment. As with Orion and a number of Orion's business partners Marjolijn works for, she likes the job and contacts it. She believes that the time and energy she invests in Orion will be repaid by other means.

Skills

Through the social contacts and processes described above, Marjolijn could grow her order book. She can now lead an independent entrepreneurial life. She has the ambition to remain creative in her services and to continue to take part in new developments. A development in her business domain, for example, is working with animations. Designing and developing these is a special profession and requires full focus to do it well. Marjolijn decides not to do this work herself, but outsources it to professionals. As she wants to focus on the services she prefers, such as infographics, she no longer wants to focus on developing and maintaining websites. This means that she does not take on or outsource new assignments. Outsourcing and 'saying no' to assignments is a challenge for her. Another option in time is to hire employees. But she hesitates in this, because that requires other skills and

cooperation.

What Marjolijn really likes is working with a player from Orion's first men's team. This unpaid volleyball player works for the company of the board member, so that elite sports volleyball can be combined with (part-time) work.

The goals of BedrijvenQluster to learn with and from each other appeal to her, as does the possibility to get to know new companies, although she doubts whether she can deal with these large companies. After all, she likes short lines, easy contacts and fast and energetic actions. Whether that is always the case with larger companies is a question for her. But perhaps that dealing is something that she has to experience to learn from it.

Because of these experiences, she is passionate about her activities on all fronts and would like to play a role in Achterhoek to bring the different parties and initiatives together. How to do that from Utrecht is still a question. Perhaps new technology and developments can contribute to this. Such technological innovations in the sports world will be welcomed by Marjolijn. Many people involved are still the same at the club, which is necessary and very valuable, but occasionally a little more change and innovation could not hurt. An elite sports organization like Orion could be a nice social 'object' for trying out new business and ideas.

<https://marjolijnvanhaarlem.nl>

<https://oriontopvolleybal.nl/sponsoren>

<https://bedrijvenqlusterachterhoek.nl>

<https://kanaal30.com>

5C.4.2 SEES: 4S elements

The situation in this case cannot be seen as an SEES (in development), because there was no unequivocal line in the relationship between elite sports organization, business partners and start-ups, however various activities were undertaken that could be placed in this context. Sometimes the three groups came together even though the majority of the activities focused on two out of the three groups. For example, the BedrijvenQluster in collaboration with Orion might be interested in possible collaboration with start-ups, but this has not yet been achieved. Business partners and start-ups are actively connected to each other in Doetinchem, and with a (voluntary) sports organization, but more indirectly with the elite sports organization Orion. In particular, the initiative of the elite sports organization is a missing element, while business partners and start-ups cooperate. Incidentally, a collaboration between Orion, business partners and start-ups is observable, see the individual case

described. But there is no self-sustaining ecosystem. This is also expressed in the various elements below.

Social element

Respondents from the group of business partners and start-ups see opportunities, but think that they demand a lot, perhaps too much, from the people in Orion. Some representatives of Orion also indicate that there is a greater need for a structured and professional approach to possible opportunities related to an SEES (without calling it that). This also has to do with lack of time and know-how, as the Orion respondents indicated. That in mind, half the business partners (for-profit sector) referred to the current situation with BedrijvenQluster, which is an independent organization and where business is outsourced, without direct involvement of the sport or sports organization.

In some activities related to sports and business/entrepreneurship, the nonprofit organizations or non-business oriented organizations know each other very well in Doetinchem, mainly local and provincial government, Topsport Gelderland, middle vocational education and higher education/the University of Applied Sciences. However again Orion is not represented most of the time.

Most of the board members of Orion also work for (business) organizations that are participants in the BedrijvenQluster. The fragmentation and clique formation within the case of Orion is also clearly visible in the social network analysis, as shown in Figure 5.6. The nonprofit organization can be seen on the left side of Figure 5.6. The for-profit organizations, with a subgroup of the board members of Orion, are in the middle and the start-ups are on the right. This is in line with the discussions conducted. As stated before, the social element drives results in the other elements, so few notable results can be expected.

Furthermore, many respondents are unable to mention five names using the Zaheer and McEvily tool. They were often limited to one or two names. The board members of Orion both former and new members, which indicates fragmentation. One of the business partners (BP1p) connects most parties. BP1p is not the project coordinator,

but a business partner that makes space available to bring parties together and has a direct relationship with the BedrijvenQluster. The coordinating person (who has worked hard to bring parties together from all three groups) acted from a perspective of a nonprofit partner of Orion (Bp05) and is again less connected with respondents related to the BedrijvenQluster. Via a trainee, the idea of a BedrijvenQluster package was connected to the start-ups, who were not always clear how this was connected to the elite sports organization Orion. This also holds for the social network indicators in Table 5.13. In addition, there were many changes in positions that the respondents held or represented related to sports and policy: sport management positions and positions within Orion and the professional soccer organization De Graafschap. As stated, almost all helix systems were present, however the interaction between those involved was low.

Quotes:

'No, I am not involved in the context of the Achterhoek directly, however we have got other people in our board who are, and they know everyone over there...'

Representative board member Orion (Isp010)

'Everybody knows everyone in their own domain and also finds something of each other, that binds, but also repels.'

Business partner (Ibp030)

'Such a joint effort with a trainee, such as Achterhoek Younited in De Steck and then some MBO students who do operational business, that would be fine, then something happens.'

Business partner (Ibp040)

Table 5.12 Key indicators of the network of Orion/BQP and per group

Key network Indicators	Orion//BQ N 29	SP N 9	BP N 10	SU N 10
Edges	91	18	14	7
Degree lowest	1	0	2	0
Degree highest	3	6	4	4
Mean	2	3.6	2.8	1.4
Std. deviation	0.80	1.32	0.64	1.2
Density	0.20	0.36	0.28	0.14
Closeness	-	-	0.28	-
Betweenness	0.16	0.20	0.37	0.11
Network cluster coefficient	0.41	0.64	0.43	0.60
Eigenvector	0.35	0.40	0.49	0.93

*Could not be calculated due to less numbers/contacts

Scope element

Within Orion Topvolleybal Doetinchem, the focus is on elite sport performance and the financial situation. The business partners focus on developing de Achterhoek region and think that sports can contribute to this in various ways. This is not only limited to elite sports; lower level sporting events were also frequently mentioned. Respondents of the nonprofit organizations (including education) also mentioned sport-related technical developments, although according to the for-profit organizations, this is a too narrow focus. The combination of business/entrepreneurship and sports appears in the practice of most respondents. Incidentally, there are sometimes several interests (not necessarily contradictory) of the business partners who are also on the board of Orion.

Almost every respondent stated that de Achterhoek region distinguishes itself from other regions in the neighbourhood with (smart) manufacturing industry, as for example, Wageningen does with food. The sportmanufacturing industry is also

involved, but it is not possible to name concrete examples that reflect this. Based on statements of respondents it seems that the local media and government do not have a lot of ideas about the role of elite sport in the region. The majority of the communication about activities in the context of (elite) sport and entrepreneurship and business takes place via social media of the organizations representing the respondents.

Scale element

The focus at Orion is financial, there is a needs for money. Business partners are willing to pay for sessions at the BedrijvenQluster, and part of that is transferred to the Orion Foundation. The BedrijvenQluster provides €40,000–50,000 to Orion per year. The elite sports organization is in financially difficult times and depends on business partners for regular sponsorship. Transactions related to other organized activities are not found during this period.

No concrete commitments have been made by the parties to do business with each other. However, the location of the De Steck innovation centre as a partner is open to facilitate events at its location is in the centre of Doetinchem. De Steck also does this for other sports parties, such as Achterhoek Younited and organizations like the BedrijvenQluster use the facilities. Many of the start-ups are familiar with this location, some are also established in De Steck.

De Steck has only been around since September 2018 and is financed by local entrepreneurs. According to most respondents, De Steck has already acquired a position as a central physical location where start-ups and established entrepreneurs meet each other, and now the sports world is making its appearance. After all, Orion cannot offer a location for such constructions, the facilities for food and beverage in the Topsportthal are operated outside of the Orion organization. Initiators (some business partners of Orion) of the idea of a possible SEES in Doetinchem also acted from this location.

Quotes:

'We face a difficult financial situation, so we are happy with everything and everyone who pays for some money.'

Representative/board member Orion (Isp010)

'Everyone plays here on an amateur basis, fortunately we can offer some players a job at one of our business partners, that is very important, because otherwise they have no income and perspective. Business partners are also very important in this sense...'

Representative/board member Orion (Isp020)

'The BedrijvenQluster is inextricably bound to Orion and financially of great value to the club.'

Representative/board member Orion (Isp040)

'Investing what we do now and have done in events including sports and entrepreneurship, does not pay off yet, but it will, it has already yielded in much energy and goodwill.'

Business partner (Ibp010)

'The BedrijvenQluster can also offer its activities without involvement of sport, some like music, culture and so on. At the moment the money flow goes to Orion, but it can stop.'

Business partner (Ibp060)

'Financially, we do not have that much to contribute to Orion, but our customers expect us to participate, and yes... you have to deal with that, because these customers are of financial importance to us.'

Business partner (Ibp100)

Skills element

There were few results from Orion related to skills. However, some responses were given about the culture of the club. The sport and network activities received little support from Orion, so the spin-off of activities and events can mainly be found in the business partners. In particular, (potential) participants and organizers are cognitively focused on new developments via BedrijvenQluster and that counts as well as speakers and organizers at other events that contributed to the more nonprofit sector, for example, talent development or the role of sports in the region.

This means that the values and ideas do not appear unambiguously among the various groups, there remains a patchwork of activities, with minimal connection between sports organization, business partners and start-ups. The outcomes related to the social element underlines that there was no SEES, as explained earlier.

Quotes:

'We have to be a bit more versatile within the club, we are a bit too much of the same ... too many 'males', diversity brings the club more, which leads to more and a diversity of results, not only from a technical point of view. But for example, also bonding with, and learning experiences from, government and education, that is super important!'

Representative/board member Orion (Isp030)

'Orion is a male club, more feminine qualities would be desirable, brings more togetherness, bonding in many ways ...'

Business partner (lbp090)

5C.4.3 Regional: 4S elements

The regional output of the activities does not yield more than a first 'draft', as it was not part of this research. However, the initiatives and activities can be considered a kind of patchwork of activities and initiatives and are not distinct from other sports organizations. Nonetheless, several respondents were interested in putting sports on the map in the region. With the support of a provincial fund, several the parties involved, who represent the helix (businesses, provincial government, education and cultural-based public (sports club/foundation) sector) have contributed to a first inventory study of the sport business/manufacturing industry within the province of Gelderland (Beelen, 2019).

Chapter 6 Cross-case analysis

6.1. Introduction

In the previous chapter, three cases were analyzed separately and in-depth; now, similarities and differences among the cases are discussed. This is achieved through a cross-case analysis, in which commonalities across multiple instances of an SEES contribute to conditional generalizations (Miles and Huberman, 1994). The analysis of corresponding and differential interpretations and scores of the elements and variables with regard to conditions (quantitative and qualitative), mechanisms (with a focus on sports), and outputs and outcomes is conducted in accordance with the structure of the theoretical model, as shown in Figure 3.10.

6.2 Conditions

6.2.1 Regional context

As outlined in Section 4.4, the cases are situated in three peripheral areas in the Netherlands. The regions are each profiled with specific areas of interest (Groningen focuses mainly on energy and health, Heerenveen focuses mainly on sports and leisure, and the Achterhoek focuses mainly on the manufacturing industry). The regions are largely economically equivalent, are located in the same country (the Netherlands), are governed similarly, and can make use of the excellent infrastructure of the Netherlands. In particular, entrepreneurship comprises an important aspect of regional development for the three regions, which all share the ambition to reach higher employment rates and to attract more start-up entrepreneurs.

Additionally, in line with what was shown as part of the case selection (Section 4.4), sports also receives ample attention in these three regions. In particular, elite-level sports plays a relatively large socioeconomic role in all three regions: A professional soccer organization that operates at the highest level of national competition is present in each, as are other team sports practiced at the highest national level. In addition, a solid sports infrastructure, with plenty of venues and facilities, is present, and specific sports-related vocational-level education is also available, starting at the

middle vocational-level and with options to reach higher levels of education. Furthermore, the local university plays a prominent role in one region, namely, Groningen. Finally, several popular sports events are organized annually in each of these regions.

6.2.2 SEES conditions

6.2.2.1 Helix

For all three regions, elite team sport organizations emerged as the foundation of an SEES. In Groningen, the emphasis of such organizations is on basketball, in Heerenveen the emphasis is on soccer, and in Doetinchem/Achterhoek it is on volleyball. These are all team sports that enjoy worldwide renown (not least as part of the Olympic Games) and that each have a long tradition. Virtually everyone in Europe is familiar with these sports, either through physical education lessons or by practicing these sports in a leisurely context, as these sports do not require a sports club, but can be practiced at, for example, a playground or a campsite.

There are also several differences among the three cases in terms of sports. Of the three kinds of sports that receive the most attention in each region, professional soccer enjoys the greatest popularity with the media and the general public and therefore also involves large financial transactions, mainly by selling TV rights or managing player transfers. Professional soccer players are considered employees and earn a reasonable to extremely high salary, depending on their level of play. For basketball, this is much less the case in Europe compared to, for example, the U.S., where basketball players receive extremely high salaries, comparable to what European soccer players receive. In the Netherlands, professional basketball players receive a modest salary. Unlike in European countries such as Italy, in the Netherlands, volleyball still has an amateur status, and no or hardly any salary is paid to elite volleyball players, many of whom have a day job in another sector. The popularity and extent of media attention also determines the availability of financial resources, which impacts the organization of elite sports. In Dutch soccer, a management position is often well-paid. In Dutch basketball, this is only true for a

relatively small number of people, whereas Dutch volleyball teams are generally managed through voluntary positions.

The degree of managerial professionalism is also reflected in the contacts with various stakeholders in and around the elite sports organization. Today, most elite sports organizations have a business club, which usually consists of enthusiastic entrepreneurial sponsors who, through a mix of business interests and enthusiastic support, are more than willing to make financial resources available in exchange for PR or communication purposes and access to a more or less private network of like-minded sponsors. Often, such entrepreneurial sponsors represent (local) small-to-medium-sized companies, but they can also represent larger corporations with a regional reach. Local governmental bodies at the level of the municipality or the province are also often part of such a network, as are most sports-related departments of higher-education institutions. For such educational institutions, the position within elite sports organization is often related to a student internship or work experience position.

The organizations that ensure the talent flow of athletes and players, such as sports clubs, are not directly related to business club members. In addition, socially involved enterprises and organizations are usually not directly involved with the elite sports organizations but can be involved through separate projects or partnerships. Finally, socio-ecological organizations, as represented in a quintuple helix (Section 3.4.1.2.1), are not present in any of the cases. The composition of the helix applies to all three cases and involves in particular an economical system, an educational system, and a political system, which act closely together in a so-called triple helix. The cultural system only plays a minor role, and the natural system is not represented at all. Thus, the three described cases display a triple helix, with a tendency towards a quadruple helix.

6.2.2.2 Willingness

In this study, the willingness to participate in what can be called an SEES was investigated through both quantitative and qualitative research.

6.2.2.2.1 Willingness: Quantitative methods

The quantitative part of this study concerned a standardized questionnaire based on the A VICTORY variables and the DDQ method (see Section 4.3.1). For each case, the questionnaire was completed by 20 to 30 representatives of the sports organization (SP), business partners (BP), and start-ups (SU) (see Chapter 4 and Appendix 9). In total, there were a minimum of 63 and a maximum of 75 respondents per variable of the questionnaire; see Table 6.1.

The reliability of the questionnaire's eight AVICTORY variables is measured with Cronbach's alpha (with 0.6 as the minimum).

Table 6.1 Reliability scores of the AVICTORY variables

Variable (N)	Cronbach's alpha	Item deleted:	Cronbach's alpha if item is deleted
Ability (75)	0.701	"finance"	0.816
Value (71)	0.574	"deviating processes"	0.726
Idea (63)	0.441	-	-
Circumstances (72)	0.646	"change in management"	0.691
Timing (72)	0.405	"determine target group"	0.637
Obligation (71)	0.588	"need target group"	0.617
Resistance (66)	0.936	-	-
Yield (72)	0.7878	-	-

The reliability of the questionnaire's eight variables, measured with Cronbach's alpha, ranged from low to high (all α between 0.44 and 0.94) and was mostly improved by removing various ambiguous items, although the reliability of the variable "idea" could not be improved ($\alpha = 0.441$), and only items applied to the variable "obligation," while a minimum of three is preferred. It is therefore highly likely that some of the original items will be used to represent this variable.

These results indicate that the latent questionnaire constructs mostly provide a moderate-to-high representation of the underlying items, as noted by others (see Chapter 4).

The AVICTORY variables, with exception of “idea,” were assessed in relation to the scope, scale, and skills elements, as presented in Table 6.2.

Table 6.2 Elements with variables

Element: (variables-N)
Scope (circumstances-72, timing-72, obligation-71)
Scale (ability-75, yield-72)
Skills (value-71, resistance-66)

The Cronbach’s alpha values of the aggregated elements that resulted from this transformation were low: scope, $\alpha = 0.52$; scale, $\alpha = 0.31$; and skills, $\alpha = 0.41$. For this reason, exploratory factor analysis (EFA) was performed through principal component analysis (PCA; Pelsmacker and Kenhove, 2006, p. 297) with the aim of determining the underlying factor structure of the compound questionnaire, which also included the items of the “idea” variable. Unlike a confirmatory factor analysis, EFA isolates factor structures without considering the theoretical expectations of the researcher, even when such expectations are available (Thompson and Daniels, 1996, p. 198). Through PCA, a new factor structure is provided based on the common variance of underlying variables, as indicated by communalities, which indicate the amount of variance accounted for in each variable. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. The higher the communality of a suggested factor, the more strongly the factor is represented by the underlying variable. Ambiguous variables, which have a communality lower than 0.2, must be removed from the analysis. For the present data, there were no such variables. The communalities can be seen in Table 6.3.

Table 6.3 Communalities scores after extraction (PCA)

Communalities	initial	extraction
	Ability	1,000
Value	1,000	0,751
Idea	1,000	0,785
Circumstances	1,000	0,738
Timing	1,000	0,745
Obligation	1,000	0.780
Resistance	1,000	0.775
Yield	1,000	0.804

Next, the total explained variance is computed via PCA to produce the initial eigenvalues and the extraction sums of squared loadings. The Kaiser criterion was used to determine the number of factors, following the rule that the eigenvalue must be greater than one. This led to three suggested factors (components). The first factor had an eigenvalue of 3.52 and accounted for 44% of the variance in the data, and the second had an eigenvalue of 1.62 and accounted for a further 20.3% of the variance. The eigenvalues for the third factor was 1.05, accounting for a further 13.1% of the total variance, as seen in Table 6.4.

Table 6.4 Initial eigenvalues and the extraction sums of squared loadings

	Initial eigenvalues			Extraction sums of squared loadings		
	total	% of variance	Cumulative %	Total	Total	% of variance
1	3.520	44.003	44.003	3.520	44.003	3.118
2	1.626	20.326	64.330	1.626	20.326	1.864
3	1.050	13.119	77.449	1.050	13.119	.955
4	0.512	6.395	83.844			
5	0.426	5.325	89.169			
6	0.406	5.079	94.248			
7	0.277	3.462	97.709			
8	0.183	2.291	100.000			

However, this extraction rule is the default option in most statistics packages and therefore may be the most widely used decision rule by default. Thus, the chance of blind reliance on the eigenvalue-greater-than-one rule must be considered. The fact that rotation does not change either the communalities of the variables or the total

trace (variance) reproduced by the factor must also be considered. Rotation does redistribute variance across the factors, and at least in the PCA, one can compute the trace after rotation by summing the squared structure coefficient of a given component.

Based on the component matrix (PCA), components are extracted. These represent component loads of the non-rotated component matrix. The loading for each variable is always between -1 and 1. It must be noted that for the variable “resistance,” the questions are scored negatively with regard to willingness. The loads can be considered weights. Table 6.5 represents the rotated component matrix.

Table 6.5 Component matrix

	Component 1	Component 2	Component 3
Ability	0.811	-0.396	
Resistance	-0.803	0.256	0.256
Circumstances	0.775	-0.332	0.184
Timing	0.735	-0.202	-0.405
Value	0.633	0.505	0.308
Obligation	0.437	0.767	
Yield	0.354	0.641	-0.518
Idea	0.601		0.647

EFA is a method with which a researcher attempts to relate the calculated factors to theoretical constructs, which is done differently depending on whether the factors are believed to be correlated (oblique) or uncorrelated (orthogonal) (Vogt, 1993; Brown, 2009). However, determining whether factors are correlated may not make a major difference in the exploratory stages of the analysis. It can even be argued that employing a method of orthogonal rotation may be preferred over oblique rotation (Kim and Mueller, 1978).

Tabachnick and Fidell (2007, p. 646) argue that ‘Perhaps the best way to decide between orthogonal and oblique rotation is to request oblique rotation with the desired number of factors and look at the correlations among factors. If factor correlations are not driven by the data, the solutions remain nearly orthogonal. Look at the factor correlation matrix for correlations around 0.32 and above. If correlations exceed 0.32,

then there is 10% (or more) overlap in variance among factors, which is enough variance to warrant oblique rotation, unless there are compelling reasons for orthogonal rotation.'

The Oblimin with Kaiser normalization method was used to create a pattern matrix and a structure matrix, which resulted in the same suggestion of components, as can be seen in Tables 6.6 and 6.7.

Table 6.6 Pattern matrix

	Component 1	Component 2	Component 3
Resistance	-0.871		
Ability	0.867	-0.124	0.138
Timing	0.857	0.172	-0.174
Circumstances	0.689	-0.169	0.376
Yield	0.148	0.874	-0.222
Obligation	-0.102	0.785	0.353
Idea	0.128		0.848
Value		0.481	0.636

Table 6.7 Structure matrix

	Component 1	Component 2	Component 3
Ability	0.888		0.361
Resistance	-0.877	-0.199	-0.232
Timing	0.833	0.269	
Circumstances	0.769		0.544
Yield	0.210	0.867	
Obligation	0.106	0.816	0.426
Idea	0.355		0.876
Value	0.308	0.573	0.716

Additionally, the component correlation matrix derived from the PCA extraction method and the oblique rotation method Oblimin with Kaiser normalization is computed and is provided in Table 6.8.

Table 6.8 Component correlation matrix

Component	1	2	3
1	1.000	0.140	0.276
2	0.140	1.000	0.129
3	0.276	0.129	1.000

As these correlations are all below the norm of 0.32, the suggested three-factor structure can be confirmed. After orthogonal rotation, the structure and pattern coefficients are the same. The factors are kept uncorrelated after orthogonal rotation. Therefore, when the effect of a factor on an item is investigated, there is no need to control for the possible effects of other factors on that item. The PCA extraction method with the rotation method Varimax with Kaiser normalization is displayed in Table 6.9.

Table 6.9 PCA extraction method with the rotation method Varimax with Kaiser normalization

Variable	Component 1	Component 2	Component 3
Ability corrected	0.864		0.264
Resistance corrected negatively	0.859	0.151	0.124
Timing, corrected	0.813	0.233	
Circumstances, corrected	0.714		0.469
Yield	0.161	0.872	-0.134
Obligation, corrected		0.792	0.391
Idea	0.223		0.857
Value, corrected	0.162	0.519	0.675

Furthermore, a component transformation matrix was computed with PCA and the orthogonal rotation method Varimax with Kaiser normalization; see Table 6.10.

Table 6.10 Component transformation matrix

Component	1	2	3
1	0.806	0.332	0.490
2	-0.477	0.854	0.206
3	-0.350	-0.400	0.847

The component transformation matrix displays the correlations among the components prior to and after rotation. Further analysis of these variables gives a possible indication of the content of the components. The following calculation limitations must be taken into account. First, the variable “idea” was included, although no strong correlations among the items were found, making an unreliable variable.

This also applies, to a certain extent, to the variable “obligation,” which only consists of two items (after the removal of an item). It should also be mentioned that the number of respondents for this exploratory analysis is relatively low. However, for exploratory purposes, the number is sufficient, and the number is also sufficient enough to be able to rely on Kaiser’s criterion. In any case, a more thorough test setting could be created following this exploratory phase, which includes confirmatory factor analysis as a more theory-grounded approach. The interpretation of the components indicates a change from previous theory-based assumptions, as set out in Section 3.4.1.

Component 1 is characterized by items and variables that indicate the extent to which the respondent is ready for innovation. Component 2 appears to represent the strategic element; items and variables focus on the future and on the extent to which the strategic element fits with future objectives and the reputation of the respondent. Therefore, this could be considered a possible indication of the “scope” element. Component 3 represents those variables and items that are more in line with present patterns of behavior and with the culture of the organization to which the respondent belongs. Therefore, this could be considered a possible indication of the “skills” element.

A rearrangement of the information from the individual cases, then, results in different scores related to the elements scope and skills. Readiness for an innovation could be considered the “scale” element, as, in particular, the financial aspect prevails within a scale and not within the variables presented here as part of component 1. However, if the scale element is viewed in its original (theoretical) framework – that of efficiency – this framework is broader finance (it is, in fact, related to operationalization in this research) and would therefore be more appropriate. The changes in variable are described in Table 6.11 for each element.

Table 6.11 Elements with variables adjusted

Element (variables, adjusted)
Scale (ability, circumstances, timing, resistance)
Scope (yield, obligation)
Skills (value, idea)

These variables, related to the elements of the three cases, are described in Tables 6.12a, b, and c.

Tables 6.12a, b, and c
6.12a; Case 1: Groningen/Donar

S element	AVICTORY variables	Mean score
Scope/strategic	Yield, Obligation	5.4 (SP 6.2; BP 4.7; SU 5.3)
Scale/economical	Ability, Circumstances, Timing, Resistance	5.4 (SP 5.2; BP 5.8; SU 5.3)
Skills/cultural	Value, Idea	5.3 (SP 5.6; BP 5.3; SU 5.0)

SP = sport organization, BP = business partners, SU = start-ups

This leads to minimal differences from the scores presented in Chapter 5. In fact, the total scores of the three elements remain unchanged compared to the scores of the previous, unreliably structured elements (scope is now 5.4 and was previously 5.4; scale is now 5.4 and was previously 5.4; skills is now 5.3 and was previously 5.3).

6.12.b; Case 2: Heerenveen/sc Heerenveen:

S element	AVICTORY variables	Mean score
Scope/strategic	Yield, Obligation	5.3 (SP 5.8; BP 5.3; SU 4,7)
Scale/economical	Ability, Circumstances, Timing, Resistance	5.4 (SP 4.9; BP 5.6; SU 5.7)
Skills/cultural	Value, Idea	5.1 (SP 5.0; BP 5.1; SU 5.3)

For the Heerenveen case, the adjustment does lead to differences, but these differences do not have a major impact (scope is now 5.3 and was previously 5.5; scale is now 5.4 and was previously 5.1; skills is now 5.1 and was previously 5.3).

6.12c; Case 3: Achterhoek/Orion

S element	AVICTORY variables	Mean score
Scope/strategic	Yield, Obligation	4.9 (SP 5.2; BP 4.8; SU 4.8)
Scale/economical	Ability, Circumstances, Timing, Resistance	4.4 (SP 3.7; BP 4.7; SU 4.8)

Skills/cultural	Value, Idea	<p style="text-align: center;">5.0</p> <p style="text-align: center;">(SP 4.9; BP 5.0; SU 5.0)</p>
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The adjustment also leads to differences for the Orion Achterhoek case, but these do not have a large impact (scope is now 4.9 and was previously 4.7; scale is now 4.4 and was previously 4.7; skills is now 5.0 and was previously 4.6).

In line with these results, a “fit-classification” aimed at organizational collaboration was found that includes dimensions that could be interpreted as the three components that emerged in the quantitative research part of the present study. Collaboration consists of creating, organizing, and maintaining a number of “fits”. The underlying principle of this classification is that organizations collaborate better when their fit is optimal (Douma, 1997; Parkhe, 1991), and this is expressed in five dimensions: strategic fit, cultural fit, organizational fit, operational fit, and personnel fit (Kaats and Opheij, 2014).

Strategic fit is the degree to which the strategic orientations of the cooperating organizations are compatible. The cooperation must accord with the individual organizations and concern strategic importance, commonality in vision, compatible goals, and added value, so this fit can be directly related to scope.

Cultural fit refers to the degree to which the culture of organizations is compatible, relating in particular to trust, corresponding values and norms, and willingness to share knowledge. These elements accord with the skills element.

Organizational fit is an extension of cultural fit and relates to the organizational effectiveness of the design of the cooperative relationship, focusing on skills such as managerial, organizational, complementary, and marketing-related. These issues are also central to the concept of skills.

Operational fit relates to the degree to which the manner of business and process management and the management of the infrastructure of the parties are compatible. This concerns, among other aspects, finances, property rights, distribution systems,

and technology. The concept applies in this context, which means that it can be related to the concept of scale, albeit only when the latter is understood more broadly than in the present study. The term can thus be used in the near future, but in the present study, this concept applies too unilaterally to the financial dimension.

Finally, staff fit mainly concerns whether people make contact with each other and want to work together, and the relationship with the social element is thus obvious. This element was not part of the quantitative part of the research, but it did appear in the social network analysis, as part of the qualitative research.

The link between the 4S-model and the collaboration dimensions, as formulated in the alliance literature, confirms that the elements that are important for the analysis of an SEES are also brought forward from a research domain (the alliance literature) that has not yet been explored in this context. This makes the validity of the chosen concepts stronger, and it also means that an improvement of the operationalization of these concepts can be implemented, in both the quantitative and qualitative parts, so that the triangulation is even more firm. For the quantitative part, it is essential that the variables “idea” and “obligation” are critically examined, as these are associated with a possible bias in the scope and skills elements. Thus, in the following sections, the separated A VICTORY variables are analyzed and discussed in combination with the type of respondent/organization (SP, BP, and SU) and the region.

The average scores per variable (SP, BP, and SU together) were already provided for the individual cases (Gr: Donar-Groningen, Fr: sc Heerenveen-Friesland, and A8: Orion Achterhoek-Gelderland). As a summary, they are listed in Table 6.12.

Table 6.13 AVICTORY scores per case

	Donar (Gr)	Heerenveen (Fr)	Orion (A8)
Ability	5.4	5.2	4.4
Value	5.6	5.1	4.4
Idea	5.1	5.1	4.7
Circumstances	5.2	5.5	4.5
Timing	5.8	5.9	4.8

Obligation	5.3	4.8	4.6
Resistance	5.4	5.6	4.2
Yield	5.5	5.1	5.1

In the case of Orion, in the region Achterhoek (A8), the scores are lower on all variables compared to the other two cases, and almost all are below five. This implies an lower overall willingness to participate. The specific scores per group for each case were provided in Chapter 5.

A one-way between-subjects ANOVA was conducted to compare the effect of each variable on the willingness to participate. There was a significant effect of “ability” on willingness at the $p < 0.05$ level for the $[F(2,74) = 5.142, p = 0.008]$; a significant effect of “value” for the $[F(2,74) = 8.288, p = 0.001]$; no significant effect of “idea” for the $[F(2,74) = 1.460, p = 0.239]$; a significant effect of “circumstances” for the $[F(2,73) = 4.797, p = 0.011]$; a significant effect of “timing” for the $[F(2,74) = 6.787, p = 0.002]$; no significant effect of “obligation” for the $[F(2,71) = 1.955, p = 0.149]$; a significant effect of “resistance” for the $[F(2,73) = 13.070, p = 0.000]$; and no significant effect of “yield” for the $[F(2,74) = 1.218, p = 0.302]$.

Some significant differences have occurred between some of the conditions; however, up to this point, it has not yet been clear where these effects exist. To determine where significance exists, a post hoc test is conducted to compare the regions. Post-hoc multiple comparisons with a Bonferroni correction of regions were performed and revealed that willingness in terms of the variable “ability” was statistically significantly lower for the region Achterhoek ($M = 4.44, SD = 1.40, p = 0.008$) compared to the region Groningen ($M = 5.42, SD = 1,07$). There were no statistically significant differences between Groningen and Friesland ($p = 1.00$) or between Friesland and Achterhoek ($p = 0.093$).

Furthermore the variable “value” was statistically significantly lower for Achterhoek ($M = 4.43, SD = 1.31, p = 0.000$) compared to Groningen ($M = 5.56, SD = 0.77$). There were no statistically significant differences between Groningen and Friesland ($p = 0.283$) or between Friesland and Achterhoek ($p = 0.093$).

For the variable “idea” there were no statistically differences between Groningen and Friesland ($p = 1.00$), Friesland and Achterhoek ($p = 0.366$), or Groningen and Achterhoek ($p = 0.540$).

The score of the variable “circumstances” was statistically significantly lower for Achterhoek ($M = 4.46$, $SD = 1.44$, $p = 0.013$) compared to Friesland ($M = 5.47$, $SD = 1.06$). There were no statistically significant differences between Groningen and Friesland ($p = 1.000$) or Groningen and Achterhoek ($p = 0.079$).

The variable “timing” was statistically significantly lower for Achterhoek ($M = 4.82$, $SD = 1.50$, $p = 0.004$) compared to Friesland ($M = 5.89$, $SD = 0.86$). There were no statistically significant differences between Groningen and Friesland ($p = 1.000$) or Groningen and Achterhoek ($p = 0.11$).

For the variable “obligation,” there were no statistically significant differences between Groningen and Friesland ($p = 0.779$), Friesland and Achterhoek ($p = 1.000$), or Groningen and Achterhoek ($p = 0.162$).

The scores of the variable “resistance” were statistically significant higher for Achterhoek ($M = 4.24$, $SD = 1.49$, $p = 0.000$) compared to Friesland ($M = 5.64$, $SD = 0.51$) and for Achterhoek ($M = 4.24$, $SD = 1.49$, $p = 0.000$) compared to Groningen ($M = 5.42$, $SD = 0.85$). There was no statistically difference between Groningen and Friesland ($p = 1.000$).

For the variable “yield”, there were no statistically significant differences between Groningen and Friesland ($p = 0.519$), Friesland and Achterhoek ($p = 1.000$), or Groningen and Achterhoek ($p = 0.586$).

It can be concluded that Groningen and Friesland differ significantly from the Achterhoek region on most variables. It can thence be concluded that the willingness in the Achterhoek case may be substantially lower than that in Groningen or Friesland. Additionally, the same post-hoc multiple comparisons with a Bonferroni correction analysis was conducted per group of sports organizations (SP), business partners (BP), and start-ups (SU).

This Bonferonni post hoc test revealed that scores for willingness in terms of the variable “ability” were statistically significantly lower for SP ($M = 4.40$, $SD = 1.37$, $p = 0.013$) compared to BP ($M = 5.38$, $SD = 1.05$) and were lower for SP ($M = 4.40$, $SD = 1.37$, $p = 0.043$) compared to SU ($M = 5.19$, $SD = 1.02$). There was no statistically significant difference between SU and BP ($p = 1.000$).

The variable “value” scored statistically significantly lower for SU ($M = 4.58$, $SD = 1.31$, $p = 0.033$) compared to SP ($M = 5.35$, $SD = 0.96$). There were no statistically significant differences between SP and BP ($p = 1.000$) or SU and BP ($p = 0.108$).

For the variable “idea,” there were no statistically significant differences between SP and BP ($p = 1.00$), SP and SU ($p = 1.000$), or SU and BP ($p = 1.000$).

The variable “circumstances” scored statistically significantly lower for SP ($M = 4.15$, $SD = 1.23$, $p = 0.002$) compared to BP ($M = 5.29$, $SD = 1.13$) and for SP ($M = 4.15$, $SD = 1.23$, $p = 0.000$) compared to SU ($M = 5.55$, $SD = 0.97$). There was no statistically significant difference between SU and BP ($p = 1.000$).

The variable timing scores were statistically significantly lower for SP ($M = 4.83$, $SD = 1.23$, $p = 0.031$) compared to BP ($M = 5.70$, $SD = 1.24$) and for SP ($M = 4.83$, $SD = 1.23$, $p = 0.011$) compared to SU ($M = 5.79$, $SD = 1.01$). There was no statistically significant difference between SU and BP ($p = 1.000$).

The variable “obligation” scored statistically significantly lower for SU ($M = 4.43$, $SD = 1.64$, $p = 0.006$) compared to SP ($M = 5.67$, $SD = 0.97$). There were no statistically significant differences between SU and BP ($p = 1.000$) or SP and BP ($p = 0.081$).

The variable “resistance” scored statistically significantly higher for SP ($M = 4.51$, $SD = 1.52$, $p = 0.006$) compared to SU ($M = 5.53$, $SD = 0.68$). There were no statistically significant differences between SP and BP ($p = 0.166$) or SU and BP ($p = 0.687$).

Finally, for the variable “yield” there were no statistically significant differences between SP and BP ($p = 0.123$), SP and SU ($p = 0.716$), or SU and BP ($p = 0.980$). It can thus be concluded that the sport organizations often differ significantly from start-ups and business partners in terms of lower scores of the terms of willingness. That identifies the importance of a good communication and decision-making structure within the sport organization in an SEES initiative, so that the initiative is not dominated by some parties or individuals in the sport organization.

The quantitative analysis can be extended to the qualitative analysis, which means that the A VICTORY model and the DDQ, with some adjustments of items and the variables “idea” and “obligation,” could function as an adequate tool to map willingness, even though the social element is not mapped and the original (first) element structure of scope, scale, and skills, as presented, was not reliable. Some adjustments and corrections to this structure were made in this chapter.

6.2.2.2 Willingness: Qualitative methods

The following results per element emerged from the qualitative data collected from the three cases. With regard to the social element, it can be stated that the sports organizations Donar and Heerenveen were willing to act as initiators and to contact business partners. It is important that members of the board and management of sports organizations have connections with the different helix parties present within the region. Naturally, stability within the management or board is desirable, so that the initiating role is supported by the whole sports organization and is not an individual action. When the sports organization acted in an initiating role, business partners

became curious and were willing to listen to the initiative and provide support. At Orion, the initiating role focused on business partners in particular. These business partners were less organized compared to Donar and Heerenveen, although there were initiatives in which the commercial business parties met.

In all situations, start-ups were approached informally and often through a coordinating officer or operational coordinator, who was well-connected with start-ups and was already in contact with these. All start-ups can be characterized as small companies (registered at the Chamber of Commerce) with no more than five employees, with the business having been in operation between several months and five years and experiencing a maximum turnover under 1 million euros. At Donar and Heerenveen, this coordinating officer was more or less involved with the sports organizations from the start. In the case of Orion, this coordinator was put forward by several business parties, and the coordinating role was not described clearly, certainly not with regard to the sports organization. Active involvement of business partners with their relationship to start-ups only occurred at Donar. Even so, Orion representatives did have one direct relationship with a start-up, with one exception; see Section 5C.4.1 Finding interested start-ups was not difficult in any of the three situations, as start-ups were generally curious about the initiative, in particular with regard to which other parties were or could become active in the initiative.

Regarding the scope element, the sports organizations considered the added value of an initiative to fit with their regional function and, possibly, in the longer term as an investment in (potential) relationships for their business club. In particular, the business partners bring this element forward and are willing to support the initiative based on their social role and responsibility within the region. In particular, economic development and the positioning of the region as dynamic and sporty are aspects mentioned in this regard. Start-ups do identify future relationships as important (the social element), but further strategic aspects do not emerge.

With regard to the scale element, it is the sport organizations in particular that have highly positive expectations and that see the initiative as a possible generator of additional financial resources. Business partners do not immediately see added value in this area for themselves, and the start-ups also see only minimal benefit.

Finally, for the skills element, sports organizations characterized the initiative as “educational” for start-ups in terms of knowledge and skills. The start-ups themselves scarcely see this (yet), and business partners do not mention this element either. Only the board of Donar mentioned the entire process as a learning process for their own organization.

To conclude this section, an SEES conditional checklist is created based on this information; see Appendix 13.

6.3 SEES activities: Sport as a mechanism

In all three cases, there is a connection between a sports organization and its business partners with regard to existing activities. Additional activities with start-ups that focus on the relationship among the sports organization, business partners, and start-ups mainly occurred at Donar and Heerenveen. The activities take place before, during, or after a sports competition of the affiliated elite sports organization, whereby the sport itself plays a central role in terms of passive participation in sports. The preparation and implementation of these activities was previously generally in the hands of the operational coordinator. After the preparation and implementation began to receive support by representatives of the sports organization, business partners, and start-ups (for example, in the form of a project group, which is also called a guiding group by Donar and Heerenveen), the effectiveness was increased, and this was also experienced by the coordinator and those directly involved.

The planned activities always took place. Within an SEES, there is, by definition, a necessary action (Ehlen, 2015). In particular, the joint participation of start-ups and business partners ensures a dynamic atmosphere that cannot be found in a typical business club setting. Regional and local media also paid attention to these activities, and through efforts of the coordinator and participants, there was also activity on

social media. Through social media, some to several hundred people and organizations were reached. The initial reaction of participants to these activities was positive and usually led to follow-up participation. In particular, the role of the operational coordinator or guiding group in organizing and maintaining relationships was mentioned as being hospitable and was appreciated.

Based on the three cases, the role of sports in an SEES is identified via the following functions:

The experience function: Sports make connecting with people easier. By sharing sports experiences in conversations, it is easier to connect to people and to extend business. Even going to a professional sports venue makes it possible to make contact, for example, by asking for directions, or by discussing the athletes before the match or competition, and this continues during and after the match or competition. The experience function therefore supports the social element.

The identification function: By connecting performances of the elite athletes and the team with the people involved in the event, a sense of connection between these groups is created. By being part of all facets of an elite sports organization, people rapidly feel connected to that elite sports organization and they feel like-minded. This supports the social element (feeling involved).

The reference function: Organizations and people want to supply and cooperate with a professional or elite sport organization, which can boost the confidence of other external organizations. In particular, the experience of the business partners of Donar and Heerenveen shows that being a partner of the elite sports organization leads to others seeing these partners as relatively reliable. In marketing communication, business partners also refer to the sport organizations specifically by presenting themselves as suppliers, partners, and sponsors of such organizations. Start-ups could also do this, but as yet they largely do not. However, they were alerted to the option of doing so by business partners through various SEES activities. This accords with the scope element, whereby the relationship with elite sports organizations is

seen as having an increasing impact on reputation. For some organizations, this also applied to the scale element, because other parties (including others outside the SEES) are inspired to make a deal with the organization. It also applied to the skills element, because people became aware that there is an opportunity for their own organization as part of the SEES.

The metaphor function: Sports is used as a metaphor for managing and operating a company or business in a general sense, which leads to recognition in, for example, processes and challenges and which creates mutual understanding. This is well-known and is also described by many former elite sports athletes in books, presentations, and so on. However, business partners and start-ups also often refer to sports when it comes to entrepreneurship and business. Inspiring and learning are common themes that can be linked to the element skills.

The test playing field function: The accommodations, facilities, and setting to use as a training center to test or try out new prototype products are provided by the sport organization. This is especially useful, as many people (spectators, fans, business partners, athletes) are available for testing who seem to understand the principles of a try-out. This function was not reflected in all cases and can also be considered a derivative of the reference function, whereby a specific setting of the sport organization is used for reputation purposes (scope). This test playing field function is therefore not fully supported in this study.

The predictor function: This function is also not fully supported in the presented cases, and there are only a few situations to which this function applies. Some representatives of Donar and Heerenveen stated that the longer an elite sports organization's success lasts, the easier it is to obtain transactions with business partners (scale). However, this is not supported by statements from business partners and start-ups.

On the basis of the above, the first four functions can be formulated as a mechanism that supports the entrepreneurial process of individual organizations and of the SEES. The other functions have so far not been directly supported by empirical evidence but deserve further research. In short, the existing model of an SEES can be further specified with the role of sports as a mechanism, as described in four functions. This model is depicted in Figure 6.1.

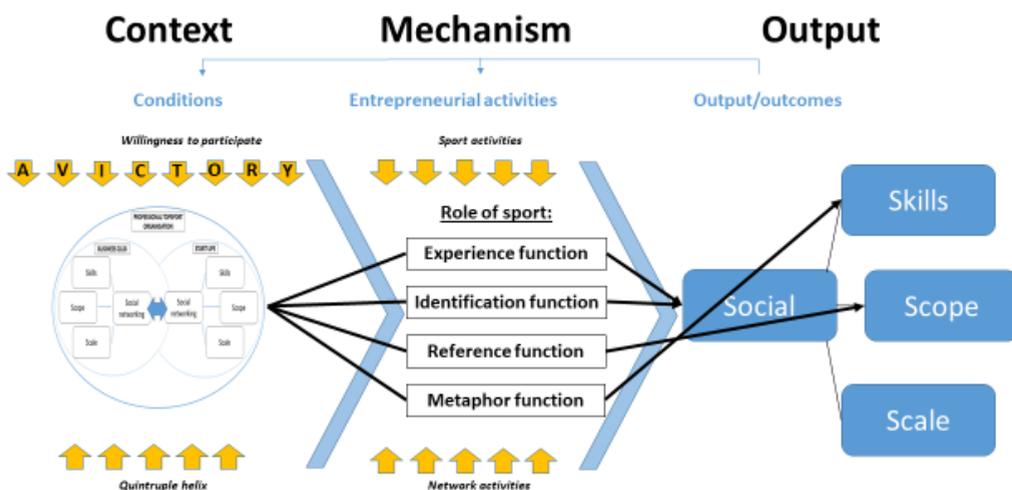


Figure 6.1 SEES and the role of sports as a mechanism

6.4 Output and outcomes

6.4.1 Individual organizations

For each case, the individual experiences of start-ups are described in more detail. These experiences show that results have been achieved for each element (social, scope, scale, and skills). In addition, it can be concluded that the elements show developmental coherence and are interconnected. Therefore, the individual organizations have created multiple values. Not only do start-ups achieve results, their customers and partners also experience added value, regardless of the association

with the SEES. The results also apply to the SEES, because the individual organization shares these experiences within the system, mostly via social media. The impact of the results is not of such magnitude that the involved companies and organizations use the results as a reason to make major changes or experience growth with a substantial impact on the region. However, it can be said that participation in the SEES, depending one's effort, resulted in progress for these organizations and illustrates the positive impact that an SEES can have on individual start-up organizations. Sharing individual results also demonstrates how an organization contributes to the other parties that are involved and how it is positively involved in the SEES.

6.4.2 SEES

Overall, the social element of an SEES is the engine for new activities. In particular, new activities are created at the initiation of the elite sports organization when this organization already has a strong relationship with a large diversity of profit and nonprofit business partners. A strong and stable mutual bond among the various departments of the elite sports organization has a positive influence on these activities. In Table 6.14, a clear difference is visible in the number of relationships (edges, degree highest, and mean) and to some extent in the density of relationships, which is higher for Donar and Heerenveen than for Orion. The stability of Donar as an organization is greater due to fewer mutations in positions and representatives. The network cluster coefficient is higher for Donar and Heerenveen than for Orion, as can be seen in the following Table 6.14.

Table 6.14 Network key indicators (based on Chapter 5)

SEES	Donar Groningen			sc Heerenveen Friesland			Orion Achterhoek Gelderland		
Edges	118			108			91		
Degree lowest	0			1			1		
Degree Highest	20			18			3		
Mean	7.8			7.2			2		
St. dev.	5.1			3.8			0.8		
Density	0.26			0.24			0.20		
Closeness	-			0.43			-		
Betweenness	0.17			0.32			0.16		
Network Cluster Coef.	0.50			0.47			0.41		
Eigen vector	0.33			0.33			0.35		
Groep	Sp	Bp	Su	Sp	BP	Su	Sp	Bp	Su
Edges	36	7	12	24	20	12	18	14	7
Degree lowest	4	0	0	3	1	0	0	2	0
Degree Highest	9	3	5	7	6	5	6	4	4
Mean	7.2	1.4	2.4	4.8	4.0	2.4	3.6	2.8	1.4
St. dev.	1.5	1.1	1.6	1.2	1.5	1.6	1.3	0.6	1.2
Density	0.72	0.14	0.24	0.48	0.40	0.24	0.36	0.28	0.14
Closeness	0.36	-	-	0.31	0.42	-	-	0.28	-
Betweenness	0.05	0.03	0.14	0.11	0.37	0.26	0.20	0.37	0.11
Network Cluster Coef.	0.86	0.33	0.52	0.49	0.68	0.41	0.64	0.43	0.60
Eigen vector	0.13	0.73	0.56	0.26	0.39	0.52	0.40	0.49	0.93

Sp = sport organization, Bp = business partners, Su = start-ups

The meaning of the indicators is defined as follows (Adamic, 2008; Baragelj and Mvrrar, 2006; De Nooy et al., 2005):

- Edge: Total number of contacts or connections between nodes.
- Degree: The minimum or maximum number of edges connected to a node.
- Mean: The mean number of contacts or connections of a node within the network.
- Std. dev: The standard deviation of mean number of contacts per node.
- Density: The portion of the potential connections/edges in a network that are actual connections or edges.
- Closeness: The average of the shortest distances to all other nodes in the graph, the exposure to the network, and the opportunity to directly influence.
- Betweenness: The extent to which a particular node lies on the shortest path between other nodes; the estimation of the time to hear info; indirect influence; point of rapid diffusion.

NCC:	Network cluster coefficient; the informal power; gate keeping; brokering; control flows of info; liaison.
Eigen vector:	A measure of the extent to which a node is connected to influence other nodes. A high degree of nodes of connection to influence: "It's not what you know but who you know."

A diverse social network through representatives of the sports organization appears to be of great importance to be able to start an SEES, whereafter the network is also able to expand. Subsequently, a shift occurs during the first periods in which an operational coordinator is appointed and receives a central coordinating role in the network. This role is then broadened into a guiding group, with representatives of the various parties (elite sports organization, business partners, start-ups) in which business partner representatives take an (informal) leading role. The commercial business partner in particular is frequently put forward as being the main representative for communications and contacts, as are the start-ups that are most active. Educational representatives are also assigned a role in guiding the organization, as are the commercial business partners. The guiding group usually takes the form of a number of like-minded people who are enthusiastic about the initiative, have good experiences with it, and who want to take it to a higher level on a voluntary basis. Sports have an important position here, as all participants are sports enthusiasts and endorse the power of sports in connecting people and organizations.

Regarding the scope element, regional development appears to be an important rationale for legitimizing participation, especially with business partners. By using sports as a reference, interest in the reputation of the initiative and those involved is increased. The media attention given to the initiative leads to an increase in the strategic element, on the basis of which new interest and relations arise from other parties who may wish to participate. Such media statements have a positive effect on the opinion and involvement of participating parties.

Third, the scale element, an element through which the sports organizations in particular expects to be able to attract considerable financial resources, appears to be disappointing. It is possible to achieve a positive result, but the outcome remains of limited use for all parties involved. A number of active start-ups in particular are able to achieve a positive result here, strengthening their right to exist. There is also no sports function that can be directly related to this element.

Finally, for the skills element, Donar, and to a certain extent sc Heerenveen, indicate that an SEES contributes to their development, certainly in terms of orientation towards other parties. The business partners find it especially interesting to interact with young start-ups to get a feeling for and ideas about what drives them, in particular concerning the sustainable aspect. Elite sports organizations and business partners indicated that they could provide start-ups in particular with this skills element. Start-ups cannot repay this favor. In particular, start-ups think that networking is important, as is the possibility of closing deals. This refers back to Chapter 3, which concerned the theoretical framework that provided possible explanations for these priorities (Van Weele, 2015). Starters generally indicate that they favor sessions and related interactions. The direct relationship to a business plan is not immediately visible, which would mean that, instead, the unconsciously incapable aspect could be visible here. However, sport as a metaphor function opens up the discussion for many things that can be explained more easily with examples from the sport.

Regarding the conditions, activities, and output as described previously, it is obvious that not all cases can be presented as functioning SEES. However, all three cases meet the regional conditions. Based on the SEES conditional checklist, activities, and output, only Donar Groningen can be designated as an SEES, while Heerenveen has some potential and Orion does not meet most of the SEES conditions (see Appendix 16).

6.4.3 Regional

On an individual level, various elements have a positive impact, as was shown by the individual cases from the three regions studied. A positive effect can also be observed

with regard to an SEES, in particular regarding the social and scope elements. At a regional level, it is not possible to identify effects, but an SEES does offer an opening to make connections beyond the regional border, and incidental examples of this have been described. It is still too early to formulate solid conclusions at this level, and it appears that the SEES is still too modest to have any regional effect, which seems to be in line with previous research (Boshuizen et al., 2009) that states that participation in, for example, business associations and other local network relationships only benefits individual organizations and does not (yet) radiate to entire regions.

Chapter 7 Professional education to support an SEES

7.1 Introduction

This study is driven by field issues and aims to identify what the relevant (f)actors and how these interact in a functioning SEES to support, engage, and stimulate entrepreneurship in creating multiple values, with sports as a value creator. This means that the knowledge gained with regard to an SEES in itself has no direct added value if it is not followed up in use or application. It is therefore not sufficient to deliver an exclusively theoretical report. In the engaged scholarship model, the use or application concerns the problem-solving phase, in which well-known issue is the problematic transfer from acquired knowledge to practice, which often arises because scientific knowledge is not put into a form that can be readily applied in the context of practice (Van der Ven, 2007, p. 234).

To contribute to a good transfer, this chapter continues with a (practical) study of the essentials of a learning arrangement within vocational education to prepare and support sports professionals in the development and realization of an SEES (subquestion 5 of this study). The idea behind this is that providing valid knowledge to improve matters in life is an important task of science (Van Strien, 1975; 1986). In doing so, justice is done to the idea that one of the primary tasks of education and learning is to guarantee the transfer of new knowledge to current and future practitioners (Kessels, 2001; Ruona and Roth, 2000; Van Gent and Van der Zee, 2001). Such knowledge is supplied by thick description (Chapter 5), which provides more information about the nature of the social context and activities (Van der Ven, 2007). Therefore, knowledge is used to strengthen opinions on the supporting practice and to enable responsible decisions.

Specifically, this chapter concerns how it is possible to integrate the development of an SEES within the existing Dutch higher sports education framework (hbo). To this end, the design requirements and assumptions that must be made for an educational design are determined. These requirements and assumptions have their basis in the

knowledge obtained through the SEES research conducted here. This educational design, which is to be developed for a learning arrangement from a practical point of view must be in line with the existing entrepreneurship-related education or training courses for sports professionals.

7.2 Designing

The foundation for the element of the study conducted in this chapter is design-oriented scientific research (Van Aken, 2005; Van Aken and Andriessen, 2011), which is driven by practical problems and focuses on designing generic conceptual solutions using generic valid knowledge. This chapter can therefore be considered a practice stream, whereby the previous chapters can be interpreted as a knowledge stream. The practice stream is not about mobilizing and developing knowledge but about finding solutions to specific problems in a specific situation (Andriessen 2007; Van Aken and Andriessen, 2011; see also Appendix 14, in which the knowledge and practice stream are described). The activities in the knowledge stream differ greatly from those in the practice stream. Table 7.1 presents the differences between the two streams based on five characteristics.

Table 7.1 Differences between the knowledge stream and the practice stream (Andriessen 2007; Van Aken and Andriessen, 2011).

Characteristic \ Stream	Knowledge stream	Practice stream
Function	Knowledge mobilizing and developing	Problem solving and learning
Character	General	Specific
Activities	Researching and analyzing	Advising and intervening
Attitude	Objective and independent	Convincing and dependent
Objective	Elaborating theory	Supporting practice

The core mission of design science is to develop knowledge that can be used by professionals to design solutions to their field problems. Understanding the nature and causes of problems can be a great help in designing solutions. However, design science does not limit itself to understanding; it also seeks to develop knowledge on

the advantages and disadvantages of alternative solutions (Van Aken, 2005). Design science is not concerned with action itself, but with knowledge to be used in designing solutions, which then are to be followed by design-based action (Van Aken 2004, p. 226). A design can be defined as a model of an entity to be realized. In other words, it can be defined as an instruction for the next step in the creation process. That entity can be an object or a process (Van Aken, 2005). Related to this research, a learning arrangement is seen as a process. Furthermore, Van Aken (1994; 2004; 2005) distinguished three categories of design within the design process:

- 1) The process design itself, which is a plan for all activities of the designer(s) that are necessary to create an object.
- 2) The object design, which is the model of the entity to be realized and is therefore the core product of the entire design process.
- 3) The realization design, which is the plan for all activities that are needed to convert the design from paper to reality.

The relationship between these designs and the process that precedes the creation of the designs is summarized in Figure 7.1. The preceding fuzzy front-end process is characterized by the fact that participants can enter and leave the process at unpredictable times, while their ideas, interests (material and immaterial), and initiatives remain undefined or underdeveloped for some time. If a sufficiently powerful coalition of mobilizers comes into being, this fuzzy front-end results in the initiation of a formal design process. This process defines a justified need for a new entity. A coalition of mobilizers is seen as "sufficiently powerful" if they are able – or are expected to be able – to mobilize the resources needed for the design and realization of the entity.

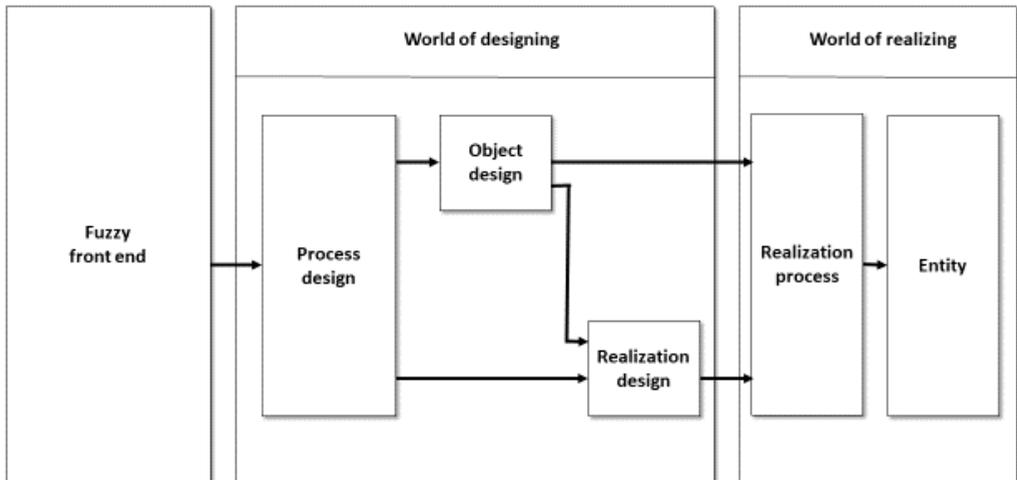


Figure 7.1 Coherence between the process, object, and realization design (Van Aken, 2005; Van Aken and Andriessen, 2011)

7.3 The fuzzy front-end

As stated in Chapter 1, opportunities exist within the Dutch higher sports education (hbo) for students to develop into entrepreneurs (and intrapreneurs) within the world of sports. The learning outcomes are often individually focused and the majority of interested students begin a start-up company at their own risk and expense, which can potentially scale-up or be merged with or included in a larger organization, or it can fail. Entrepreneurship in, with, and for sports is the central topic of this educational direction.

One such educational program is the minor in sports business innovation (SBI) at the Hanze University of Applied Sciences in Groningen. Students who finish the minor successfully are awarded a special quality label of entrepreneurship of the Accreditation Organization of the Netherlands and Flanders (NVAO). This program is used as a starting point for the transfer to entrepreneurial practice. For the minor, see

Appendix 15, in Dutch. In brief, the aim is to have students develop the following five generic entrepreneurial competences (Lans, Blok and Wesselink, 2014):

- Opportunity competence: systematic development of adequate solutions to problems;
- Social competence: interactions with others, the ability to develop and maintain relationships, both externally and internally;
- Business competence: the organization of different internal, external, human, physical, financial, and technical resources, as well as setting, evaluating, and implementing the strategies of a firm;
- Industry-specific competence: know-how and know-what of industry-specific knowledge and experience in the world of sports;
- Entrepreneurial self-efficacy: the belief in one's own entrepreneurial competence.

The program has learning objectives that guide the learning process, but these are not actively turned into measurable objectives, as student passivity results when, in such cases, students can no longer see why they are learning something (Sprenger and Van Oort, 1998). After all, the function of learning objectives is not to measure students' progress, but to give direction to learning processes. Moreover, the learning practices that are established cannot be directly derived from learning objectives. Rather, initiatives and proposals for learning practices should be assessed within the frameworks that have been formulated in the form of competences, learning objectives, and practical rules-of-thumb. This should be done in close collaboration with others, such as representatives of practice, lecturers, alumni, and students. Preparing students in the long term to codevelop an SEES involves a relatively new dimension in the program. Based on the information of this study, it becomes clear that additional focuses of the program, such as entrepreneurship through sport (Chapter 2) and a relatively large shift from ego to eco thinking (Chapter 3), will emerge. After all, the emphasis so far in the program has been on an individual (start-up) business organization in collaboration with education. In the context of an SEES, the helix (see Section 3.4.1) is noted by the program as important, and the stated aim is multi-value creation (Section 3.4.3). So far, there has only been single value creation, that is, making a living from a business.

An intended learning arrangement may also lead to further development of competences and roles within the minor, in order to add to or elaborate on the knowledge intensive entrepreneurship (KIE) educational system for sports and entrepreneurship. The KIE is intended to integrate three theoretical building blocks: the Schumpeterian tradition, evolutionary economics, and innovation systems (Malerba and McKelvey, 2018). The function of the entrepreneur in the Schumpeter tradition is to introduce new technologies, products, production processes, and organizational forms, thereby overriding common customs of doing things (destruction). Competition between entrants and incumbents and changes in the market structure are normal. Within the field of evolutionary economics, the predominant view is that the economic system is always evolving, with continuous processes of innovation and change. Therefore, evolutionary theory emphasizes the relevance of coevolutionary processes in the economy, whereas coevolution involves knowledge, organizations, industrial structure, and institutions. Knowledge creation is viewed as both an individual and a collective endeavor with regard to its various dimensions and dynamics. The innovation system approach emphasizes that innovation is an interactive phenomenon, and that several actors and institutions affect the innovation process of a firm and of institutional dynamics. Therefore, ventures do not act in isolation, but instead interact with a variety of other actors within specific institutional settings. In this regard, the KIE forms are new learning organizations or structures that use and transform existing knowledge and generate new knowledge in order to innovate within innovation systems.

The Schumpeterian tradition and evolutionary economics has already gained a place in the SBI program. The SEES in particular can be seen as a systematic innovation in the world of sports, and as a valuable addition. In enriching the minor with these shifts in emphasis while maintaining a focus on the sports professional, the aim is to prepare students within a learning arrangement to be developed for the role of the person who, directly after the initiative decision of an elite sport organization to develop an SEES, plays a central role: the role of the so-called operational coordinator (OC). The OC connects an SEES with all parties and has an entrepreneurial role based on an

initiative from the elite sports organization. Entrepreneurial students who enroll in the SBI minor require a broader orientation and insight and experience in the value-creating perspectives of an SEES, with sports as a value creator.

Even though OCs themselves need not be starting entrepreneurs, it seems desirable for the OC to be familiar with and to master the underlying entrepreneurial competences, which is why an enrichment of the existing minor is assumed.

7.4 The process design

In line with the context described above, the steps formulated for practice-oriented research (Verschuren, 2009) are herein described. These form a guideline to create an educational design, which is also referred to as an entity in the present study:

1. Define the starting point and design goal based on the question “What should be achieved with the entity to be developed, or to what extent should it contribute to this development?”

2. Formulate design requirements and assumptions based on the question “Which design requirements must the entity fulfill and which design assumptions must future users and other interested parties meet if the use of the entity makes the realization of the design goal possible?” Three categories of design requirements are identified:
A: functional requirements: functions that must be fulfilled by the entity to achieve the goal or to formulate intermediate goals;
B: user requirements: knowledge of the requirements that apply to the entity and also those requirements that can be set prior to the use of the entity. This is often achieved through interviews, focus groups, or participatory methods;
C: context requirements: the physical, social and political environment (often determined on the basis of document analysis).

The following conditions can be set for the formulation of the requirements (Van Aken and Andriessen, 2011):

- single: one non-compiled design requirement;

- complete: provides the required information without reference elsewhere;
- consistent: does not contradict other requirements and fits the preconditions;
- controllable: it is clear on which explicit need the requirement is based;
- current: not outdated;
- feasible: possible within the predetermined limitations;
- one-dimensional: not multi-interpretable;
- compelling: non-compliance does not lead to a better entity;
- verifiable: it is possible to determine whether the requirement is met.

Designing is therefore a process of determining the requirements that the entity to be realized must meet and concerns the creation of the design of that entity, to which a mid-range theory applies. That is, the design is not universally valid but is only valid for certain types of problems or situations. In addition to logical deduction, empirical research also plays a major role.

3. Based on design requirements and assumptions, structural specifications of parts and characteristics of the entity are determined, leading to a first blueprint and intermediate product.

4. With a service, prototype realization occurs, with a tangible product implying materialization of the product. Often, a team of experts is involved, working in an integrated context in which systems and subsystems connect to one another.

5. Implementation: This involves testing in relevant environments and contexts for a formative evaluation of the iterative process until convergence occurs.

6. Evaluation: This takes the form of ex post product evaluation, asking to what extent the goal has been achieved. Often, an evaluation is performed by experts (Van Aken and Andriessen, 2011, p. 67).

Practically oriented research should, in principle, focus on one or just a few stages of problem solving from the design process (Verschuren, 2009). In this research context, the first phases, steps 1 and 2, are completed, leading to the educational design of a learning arrangement as formulated in the subquestion of the present research.

Step 1 is the change that is required to design a new learning arrangement within the SBI minor, which, while retaining many suitable aspects of the program, brings about a shift from an ego-orientation to an eco-orientation. Entrepreneurship through sport is thereby developed by allowing sports to play a role as a multiple-value creator. The introduction of a system innovation in the form of an SEES is a new dimension, in which, from the perspective of a sports professional, the role of the OC is taken as a starting point for the learning arrangement. In two of the three cases studied in this research, there is a direct relationship with the SBI minor, as former students of this minor were involved as OCs in two of the SEESs.

Step 2 involves two practical research activities. The first is the identification of the role and added value of an OC in an SEES based on various research methods. Within the three cases (Chapter 5), there was one person per case who was identified as an OC. These persons were interviewed at various times throughout the study (see Section 4.4) and kept a diary; they also came together as a focus group of representatives of experienced OCs in an SEES context.

Person 1 graduated with a bachelor's degree in sports studies three years ago, has experience as an elite athlete (in a different sport than the sport that concerns the SEES), and has only limited work experience. This position was paid for by a business partner in the form of a part-time one-year contract.

Person 2 graduated recently with a bachelor's degree in sports studies, has coaching and training experience at a competitive level in the sport that concerns the SEES, and has only limited work experience. This person received an internship allowance from the sports organization that initiated the SEES.

Person 3 recently graduated with an MBA with a specialization in sports, has recreational experience in sports other than the sport that concerns the SEES, has work experience unrelated to the world of sports, and is a voluntary board member in a sports-stimulating organization in the same region.

An inventory was made of what the most common activities of the OCs were, what roles they played, and what factors the OCs considered important for proper functioning. This has translated into a jointly developed profile of the role of operational coordinator.

The second research activity, which was to realize an object design, was to form a focus group to further shape the educational design. This group consists of two directly responsible educational coordinators or teachers, two representatives of the sports professional field, an alumnus, and a current student (six people in total), all of whom are involved in the SBI minor. Of this group, four individuals were also directly involved in the accreditation of the minor for the NVAO special entrepreneurship award.

In contrast to the material design and realization process, human freedom of action plays an important role in designing and realizing a social system, such as a learning arrangement. The interpretation of the social system by the recipients of the renewal, and their motivation for having their behavior influenced by the design, has a decisive influence on the performance of the social system (Van Aken, 2011, p. 53). To enable the influence of human action and context-dependence, the focus group can be seen as a design team.

7.5 The object design

7.5.1. The roles and profile of the operational coordinator

The OC position can potentially be the first professional job for a student who studied sports. In this position, an agile mindset (an intellectual framework that merges learning agility with a value-creation outlook) is essential. Based on the experiences of

the coordinators, a profile of an OC was made for each of the three cases. Table 7.2 presents an overview of the most common activities of an OC, compiled based on interviews and diary analysis, categorized according to the four S-elements, and based on the operationalization outlined in Chapter 4.

Table 7.2 Overview of the activities of OCs in an SEES

Coordinator Activity	Operational	1	2	3
Social				
Getting to know SP		v	v	v
Getting to know BP		v	v	v
Recruiting and selecting SU		v	v	v
Recruiting and selecting BP			v	
Contact initiation with interested people/parties			v	v
Contact maintaining with relations and interested people/parties			v	
Connecting SP with SU and vice versa		v	v	
Connecting SP with BP and vice versa			v	
Connecting BP with SU and vice versa		v	v	v
Contacting and informing (social) media		v	v	
Scope				
Identifying interests of SP, BP, SU		v	v	v
Identifying willingness of SP, BP and SU		v	v	v
Finding out added values of SP, BP and SU			v	v
Skill				
Presenting the concept			v	v
Initiating events/activities		v	v	
Organizing events/activities		v	v	
Evaluating events/activities		v	v	
Connecting these events with active and passive sports		v	v	
Communicating/maintaining social media		v	v	v
Registering/organizing participation of SP, BP and SU		v	v	
Initiating guiding group SEES		v	v	
Participating guiding group SEES		v	v	
Taking care of the actions of the guiding group SEES		v	v	
		v		
Scale				
Taking care of payments				
Managing budgets			v	

SP: sport organization; BP: business partners; SU: start-ups

Based on this information, the group of OCs identified the following three roles that were filled by the OC.

Connector: Brings parties and individuals together within an SEES. In particular, the start-ups were identified and connected to other stakeholders. In one case, a selection process was even set up. The connection between sports organizations and for-profit business partners was usually pre-existing, with account and relationship management mostly being in the hands of the sports organization (board member or director of commercial affairs or department of commercial affairs). The OC was tasked with the expansion toward nonprofit business partners (education, government) and start-ups. However, even when there was a lack of clarity between the sports organization and for-profit business partners, the OC had a role in providing information about interests, relationships, organization, and processes. In particular, at events, the OC had a hospitality role, which meant that the OC had to make people feel welcome and comfortable and bring them into contact with others. Any communication to the media, whether or not in collaboration with a responsible person within the sports organization, was also part of the role of the OC. With regard to social media output concerning an SEES, the operational tasks were performed by the OC.

Convener: Based on good connections, the OC addresses potential issues, challenges, and opportunities for those involved. Others may also be invited. For example, events, and activities are managed and organized, and negotiations must occur. The guiding group of these events and activities is supported by the convener, without the convener accidentally taking a role as facilitator, speaker, chairman, or session or project leader. In the context of an SEES, such events previously brought together sports organization representatives, business partners, and start-ups in different settings. In most events, the role of facilitator or chairperson was assigned to the organization hosting the event, meaning that such events often took place at the elite sport organization (before, during, and after the end of a sports competition), but also occasionally at spaces provided by business partners and, occasionally, at start-

up locations. However, informally, the convener was the one who answered all kinds of questions and asked persons involved to cooperate or support with a variety of (available) resources.

Conditioner: The OC investigates which conditions and resources are available, which of these are actually desirable, what is missing, and what is possibly too much in terms of conditions. In the context of the SEES, this concerns the so-called framework conditions and systemic conditions. Representatives of the sports organizations, business partners, and start-ups who can and want to must shape these conditions, which makes the role of OC that of a conditioner who must inventories of organizations and people related to an SEES, their needs and wishes, their possible contributions, and their willingness to be part of an SEES.

A next step was the joint attempt of OC's and the researcher to compile a generic profile of an OC. This profile (Figure 7.2) can be seen as the list of functional requirements to which the design must lead. These aspects must at least be given a place in the educational design.

The earlier mentioned capabilities and tasks, when translated into a profile, lead to the following information, which can be used in the regular documentation for education and recruitment:

Is able to initiate a network from the existing contacts between sports organizations and their local or regional business club members, in which as many parties as possible from a helix are represented

Is able to conduct research into the willingness of parties using stakeholders and network analyses; is able to maintain and manage contacts and also to identify and involve key stakeholders

Has knowledge of and insight into regional and local policy themes and knows the role and position of sport in these policy themes; is able to estimate and name the ambitions and interests (of these themes) of actors

Recognizes an Entrepreneurial Orientation and can handle it well

Is familiar with entrepreneurial processes and is able to estimate the interests at stake for the various actors (in particular for start-ups)

Contributes to drawing up expectations and manages the SEES's work processes and activities with a process-based approach

Uses an effectuation-based style for new initiatives and is able to switch into a more project-based and causation-based style when processes and activities are identified

Applies a hospitality-driven approach to all activities

Plans projects and activities and organizes and coordinates these with a benefit of different stakeholders

Organizes and plans the SEES's work process and activities and is able to name and position the role of sports

Is able to initiate and maintain remote (digital) and physical contact with individuals and groups of stakeholders

Deals proactively with communications such as social media and organized media professionals in the interest of the system

Figure 7.2 Profile of an OC of an SEES

7.5.2. Factors influencing the functioning of an OC

The group of OCs was asked to indicate strong factors within an SEES with regard to their role and function and with regard to the frustrating and weak factors that impair the fulfilment of their functions. The factors that unanimously emerged as important, the absence of which resulted in weakness, were as follows:

involvement and support of the board or management of the sports organization with and for the initiative;

a physical workplace, also called a "home base," of the SEES, located at the sports organization or elsewhere in the vicinity of the sports organization;

involvement with and support for education and the municipality as a nonprofit business partner;

the organization of events in which sports play an important role;

the contact with and active role of the start-ups in the project, in particular as a supplier to the sports organization;

development of one or a few initiators into a guiding group in a leading role vis-à-vis the SEES.

See the roadmap in Figure 7.3:

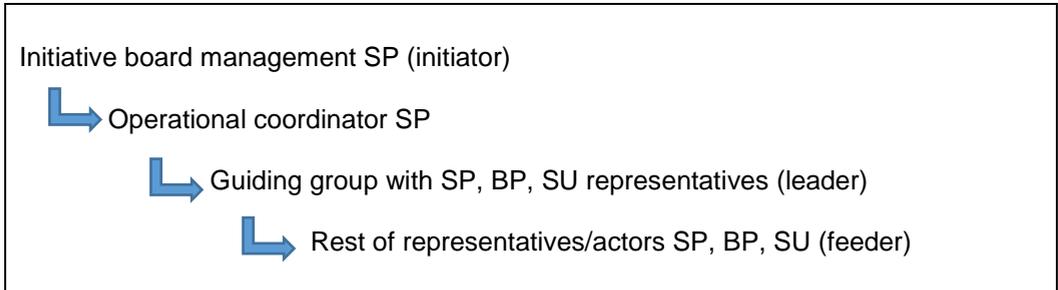


Figure 7.3 Simplistic roadmap for initiating an SEES

One factor was mentioned several times and extensively explained, namely, the role of the media, with positive expressions, financial compensation for the OC, and a certain organizational “peace” in the sports organization. This refers to limited changes of management positions, no major problem situations receiving media attention, and financial stability within the organization. The list of factors mentioned is shown in Table 7.3.

Table 7.3. Factors of influence

Factor:	Operational Coordinator:	1	2	3
From one coordinator toward a guiding group		+	+	!
Positive attitude of the media		+	+	
Involvement municipality and education as nonprofit BP		+	+	!
Involvement/support of all members of SP board/management		+	!	!
Experience with sport events management		+	+	
Workplace/base (nearby the SP)		!	+	+
Good contact with SU		+	+	+
Internship/place/payment for an operational coordinator		+	+	
SU delivering services/products to SP		+	+	+
Stability in managing the SP		+		
Good contact with the board/management of SP		+		
Good contact with representatives of BP		+		

+ stated as positive existing factor; ! stated as absent and therefore weak factor

7.5.3 Criteria for a learning arrangement

On the basis of the aforementioned information, an educational design was jointly developed by means of a focus group of six people over the course of three sessions (next to digital communication). The basis for joint agreement was found in a number of documents, such as the existing profile of the sports professional, the existing SBI minor program, the present findings concerning an SEES, and the profile of the OC. Additional input was requested from the group beforehand with regard to the development of an educational design that should enrich the SBI minor and thus contribute to the professionalization of an SEES, specifically with respect to the function of the OC.

With regard to educational design, the emphasis is traditionally placed on the design of educational programs, aimed at learning one or more aspects of a specific type of knowledge or skill domain. The composition of such programs is in the hands of professional experts. A general description of educational design is 'a systematic and creative process of devising, organizing and drawing up a plan of action to realize a desired innovation or change, taking into account both technical instrumentation and social situational interaction' (Rowland, 1995). Both a problem-oriented design approach and a situational design approach are often selected for educational design (Van Bergenhenegouwen et al., 1998). The problem-oriented design approach involves linear-systematic and logical-rational work, to which the analysis of a problem is central. This approach applies to defined knowledge components, the content of subject disciplines, and in particular to defined skills. The situational design approach focuses on working toward the achievement of a certain goal. It concerns the realization of solutions more than the analysis of problems. The design is not a systematic, planned, and detailed process, but rather a search for comparable situations and solutions that are successful in this regard. It is often applied to forms of on-the-job training, where learning occurs in a "master-mate (senior-junior) relationship" through coaching and guidance. This approach is in line with constructivist learning theory and assumes that the "junior" constructs reality or interprets it from their own perceptions. Learning and further expanding knowledge is therefore an active process, with the emphasis on the learner's own ability to regulate

the process and the influence of situational and contextual factors. Bearing in mind the development of an SEES, the latter approach is most suitable, even though a relationship with connectivism (Siemens, 2005) is consciously established. This is a fairly recent trend, in which learning is considered a process of developing connections and networks. The starting point of connectivism is the individual. Personal knowledge is comprised of a network, which feeds into organizations and institutions, which in turn feed back into the network, which then continues to provide learning opportunities to the individual. This cycle of knowledge development (personal to network to organization) allows learners to remain current in their field through the connections they have formed (Siemens, 2005). In particular, technological possibilities and developments must play a role in this. For example, social network analysis, as used in the present study, plays an important role.

In addition to existing information (professional profile of the sports professional, the SBI minor, and the findings of this research with respect to an SEES and the role of the OC), the following information was forwarded by the group and jointly designated as usable for the learning arrangement to be developed:

Ad a) With the creation and development of communities and networks in an eco-setting, as conducted by an SEES, on the one hand and the focus on the function of OC on the other, it is possible to make the development lines visible in a learning arrangement such as the SBI minor. To appreciate the richness of value created by communities and networks, it is useful to think about this in terms of the cycles defined by Wenger, Trayner, and De Laat (2011, p. 19-21):

Cycle 1. Immediate value: activities and interactions. The most basic cycle of value-creation considers networking and community activities and interactions as having value in and of themselves. This includes activities such as helping someone with a difficult case during a meeting, providing a good practice or a story about something that went wrong, getting an address, asking a question concerning the network, passing an address or a piece of information along.

Cycle 2. Potential value: knowledge capital. Activities and interactions can produce “knowledge capital,” whose value lies in its potential to be realized later. Note that this potential can be useful even if it is never realized. This can be information about what to do or not to do in certain described situations, resources and persons one knows who can be asked questions and trusted, collectively intangible assets (reputation, status, recognition), and so on.

Cycle 3. Applied value: changes in practice. Knowledge capital is potentially valuable and may or may not be put to use. Leveraging capital requires adapting and applying it to a specific situation. This includes reusing information, trying out a suggestion, and helping to make decisions as a group in organizations. These might lead to innovations in organizations

Cycle 4. Realized value: performance improvement. New practices or tools are not enough, even when applied. Additionally, a reflection should be made on what effects the application of knowledge capital has on the achievement of what matters to stakeholders, including members who apply a new practice.

Cycle 5. Reframing value: redefining success. The last cycle of value creation is achieved when social learning causes a reconsideration of the learning imperatives and the criteria by which success is defined. A redefinition of success can occur at the individual, collective, and organizational levels and can require renegotiation with the powers-that-be who have the legitimacy to define success at these levels or to leave behind the existing structure and use this new definition of success to create a new framework.

While there are causal relationships between the various cycles, it is important not to assume a hierarchy of levels or a simple causal chain. First, learning is a nonlinear dynamic process in which producing and applying knowledge are tightly intertwined and often indistinguishable. Second, it is not the case that one cycle necessarily leads to the other, Different aspects are likely to be important to different stakeholders. However, for education, there is a logical sequence in development based on more pedagogical-didactic principles, and cycle 1 and 2 might apply to OCs.

Ad b) Another important ingredient raised by the group are the twenty-first century skills that are frequently mentioned with reference to education. Recent findings from the WEF (2018) confirm the shift, charting the anticipated demand for skills, which have shifted from 2018 to 2022 to place greater emphasis on creativity and other uniquely human skills like learning, as well as on the rise of technology design and programming and systems analysis and evaluation; see Table 7.4.

Table 7.4 Comparing skills demand 2018 vs. 2022, top-ten (WEF, 2018)

Today, 2018	Trending, 2022
Analytical thinking and innovation	Analytical thinking and innovation
Complex problem-solving	Active learning and learning strategies
Critical thinking and analysis	Creativity, originality, and initiative
Active learning and learning strategies	Technology design and programming
Creativity, originality, and initiative	Critical thinking and analysis
Attention to detail, trustworthiness	Complex problem-solving
Emotional intelligence	Leadership and social influence
Reasoning, problem-solving, and ideation	Emotional intelligence
Leadership and social influence	Reasoning, problem-solving, and ideation
Coordination and time management	Systems analysis and evaluation

In the meantime, there appear to be various models that give substance to these twenty-first century skills, with the corresponding competencies being cooperation, communication, IT literacy, social and cultural skills, and citizenship (Voogt and Roblin, 2010). Visscher Voerman (2018) states that these twenty-first century skills should be integrated into existing educational programs.

Ad c) Based on developments in the sports landscape and the development of the SBI minor in recent years, an inventory was made with five so-called meta-competencies that apply to sport professionals (Instituut voor Sportstudies, 2019). In the focus group, this inventory was explicitly translated to the activities of an OC within an SEES.

1 Predicting the future does not have a high degree of success. It is better to explore the future with the help of a multitude of more numerical or narrative reconnaissance

methods, which makes it easier to deal with uncertainties. Moreover, it thereby becomes possible to exert a positive influence over what may lie ahead. This is classified under the meta-competence of future-oriented exploration. With reference to creating an SEES, a sport professional can raise the willingness of stakeholders and, where necessary, inspire and stimulate them. Furthermore, they can identify and analyze framework and systemic conditions. It is possible that instruments such as the adapted DDQ questionnaire can be helpful in this.

2 The economy has long been focused mainly on growth and earning money, and the "gap in the market" was central to entrepreneurs. Too often, self-interest was paramount. In the emerging "new" economy, however, fair business is focused on, and the purpose of entrepreneurship is not to promote the well-being of people and create sustainable value, to which the "gap in society" and the associated social problems are central. This is formulated as the meta-competence of purposeful entrepreneuring. Many parties within an SEES follow an entrepreneurial process. However, it is the sports organization itself that must initiate projects and activities to shape regional development and thereby contribute to societal problems and challenges; it is thus the sports organization as well that must discover multiple values and possibilities for interested parties and people, creating exploration and exploitation. This is a challenge for today's sport professional.

3 Agility is crucial in a world that is constantly changing. With an agile approach to work and organization issues, one can respond flexibly to (possible) changes. Experimental work is being carried out in accordance with short-cycle routes. The design of an agile work organization is, by definition, customer-oriented and strongly digitally driven. This meta-competence level is called agile organizing. Many activities take place within an SEES in which sports play a major role. Initiating and organizing a diversity of social and learning settings in which sports can play a role as a mechanism is thus highly important. With a project group, the sports professional can signal developments, determine priorities, and mobilize people and resources efficiently and effectively, all of which is strategically important.

4 Innovation involves producing something new that has added value in practice. The nature (technological, social) and object (product, complex process) of such

innovations can vary. Design thinking plays an increasingly important role in these types of renewal processes. With the help of research and practical rules of thumb, new ideas and insights are devised and attempted – in close collaboration with potential users. New sports professionals also have design-based methods available for complex social issues in the form of the meta-competence of innovative designing. Within an SEES, subgroups often develop their own ideas and initiatives, and it is important for the sport professional to be creative and to support creativity. An attempt must be made to allow the connection to take place again, with the greater good in mind. In any case, a successful SEES also stands for the realization of innovations, which can be small or large.

5 Networks and (inter)professional practices are the future. In the gradually-expanding sports sector, communication and coordination among different professional practices is indispensable, certainly when tackling predominantly multidisciplinary and often networked assignments. With this in mind, new quality requirements are being imposed on the sportsmen of tomorrow. To continue to deliver "good work," capacities in the field of "boundary crossing" and multidisciplinary teamwork have been acquired. In addition to being a knowledge worker in the field of sports, a sport professional can perform cross-border tasks and assignments as a leading connector. The meta-competence here is inter-professional networking. Within an SEES, the social element is the engine, which means that the sports professional is able to facilitate this element for everyone. A hospitable attitude, where people feel welcome, cared for, and comfortable (Pijls et al., 2017) is important in this regard. This applies both to existing and to potential relationships and thus contributes to network expansion and possibly to network deepening. It is self-evident that sports are used as a connecting element. Working with social network analyses and associated technology is now free and can generate graphical and tabular overviews, as presented per case in this study.

These meta-competencies were presented at a national seminar (May 28, 2019) of all Dutch academies of physical education and Dutch sports study programs at the higher education (hbo) level in the booklet "Sport development in a changing world" (Instituut voor Sportstudies, 2019). They are also in line with the professional profile of the

sports professional of the Dutch higher professional education programs related to sport. The model in Figure 7.4 represents the meta-competences of the sports professional of tomorrow.

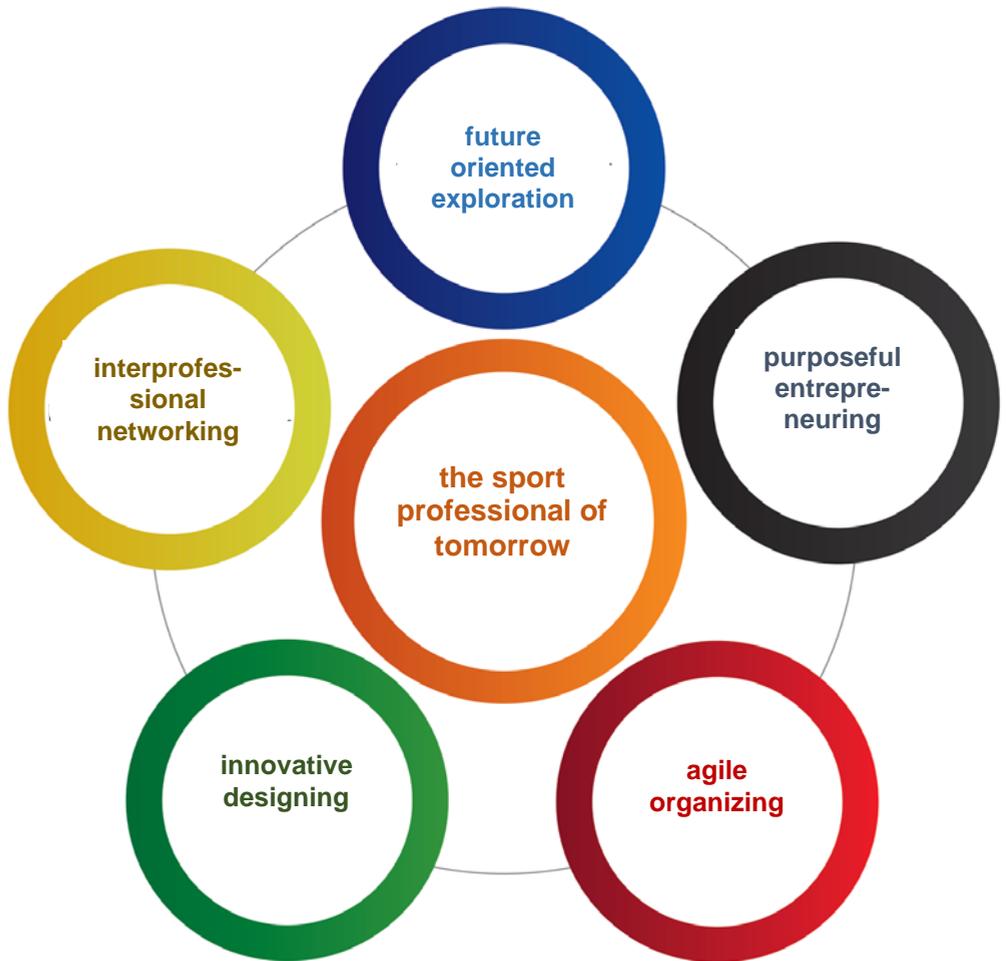


Figure 7.4 The sport professional of tomorrow (Instituut voor Sportstudies, 2019)

Based on this information, focus-group discussions were oriented to focus on what emphases should be placed in the renewed design of the SBI minor, particularly with reference to the sports professional as an OC in an SEES.

The relationship of sports organizations to business partners on the one hand and to start-ups on the other is the essence of the role of the OC. Therefore, basic knowledge, skills, and attitudes with which to approach starters must be available. Related to this, it is essential for the OC to be able to recognize the phases of 1) stand-up, 2) start-up, and 3) scale-up in practice (WEF, 2014). In particular, the stand-up phase, and to a lesser extent the start-up phase, could be transferred more often from the minor to (first years of) the regular sport studies curriculum, so that there is space for renewal and expansion of the minor. The general curriculum concerns individual factors such as attitude, which refers to an individual's entrepreneurial mindset and orientation, and the regulatory framework, which refers to the administrative processes and rules required to start and operate a company, including licensing and tax and labor market regulations. In the start-up phase, individual skills and a market framework are essential, whereas in a later stage (e.g., in the minor phase), the cultural framework and network access might be essential.

Based on the above, becoming competent in the three roles of an OC can best occur with the aid of basic knowledge about the history of and developments and challenges in the domain of sports and business. In addition, experience contacting people and organizing activities, such as event management, are useful. As a follow-up to the professional profile of the sports professional, this educational design fits well with the last part of the study, where the minor is designed.

The following design criteria have been formulated. As a tool to formulate these criteria, the SEES conditional checklist that was created can be used as guide to establish an SEES (Appendix 13).

- For the functional criteria, the profile of the OC and the three roles (connector, convener, and conditioner) apply. This can be linked to learning with a focus on twenty-first century skills.
- The benefits of social media involvement in an SEES must be clearly presented. A clear distinction must be made between what is relevant and irrelevant, and concrete

examples and a diversity of stakeholders must be involved. Media management is then a subject to be added to the learning arrangement.

- Meaningful events must be initiated and organized that meet the expectations of those involved at the individual, organizational, and regional levels. This can be seen as a follow-up of the basic knowledge in project management, functional management domains, sports, and interpersonal and research skills offered before the start of the minor. In line with the three roles (connector, convener, and conditioner), hospitality aspects should be given more attention within the study program. Hospitality management is another subject to be added to the learning arrangement.

- Furthermore, one must be open to new developments in economic life, such as technology (related to sports, for example, in e-sports, in addition to artificial intelligence, data management, blockchain, etc.), as well as to ethical aspects, governance issues, sustainability, politics, and financial and legal affairs.

These functional criteria are formulated with the goal of preparing an OC in an SEES. Furthermore, user requirements were discussed in the focus group, and the following requirements laid out:

- Stability in the management and governance of an elite sports organization is important. This provides the opportunity to put the SEES on the agenda of the board or management of the sports organization and for direct contact with the management or board. Partly because of this, it is desirable that the OC in training have an experienced mentor or sparring partner from the sports organization who enjoys a direct relationship to key stakeholders within the business partners and start-ups, so that a relatively rapid transition to the establishment of a project or guiding group can commence. Central to the meetings with this mentor is the professional identity of the sports professional. For a professional identity, knowledge, skills, and attitude come together and the self becomes visible in relation to peers, other professionals, and, more broadly, society. Professional identity is not something static but is constantly developing. On the one hand, this concerns the OC understanding themselves as a sports professional. On the other hand, it concerns the outcome of that process, with a clear self-image and self-esteem, as well as an opinion about what their tasks are and

how to perform these (Kelchtermans, 2009). Identity formation can therefore be seen as a socially constructed process in which others are needed to achieve the development of an autonomous professional (Visscher, Heusinkveld and O'Mahoney, 2018).

- A work experience position can be created at an elite sport organization as an OC (or as an assistant) within an SEES under construction. Facilities for modern communication technology should be available
- The work experience period usually covers a sports season that usually runs parallel to an academic year. Clear agreements about the lead time are necessary, and a contract form for all people involved is advocated.
- The role of sports as a value creator with various functions within an SEES must be consciously emphasized, in particular within the various events that deserve active attention in the learning arrangement. Specifically, as an additional component in relation to social capital as an engine, examples of interactive and creative situations and behaviors that can be transferred to a possible SEES setting are important in the minor program.
- In addition to an elite sports organization, other sports organizations may also serve as the initiator of an SEES, such as large amateur sports clubs or federations, commercial sports and leisure companies, or municipal or provincial sports companies. Such situations must still be further specified.
- A high degree of freedom within the minor with regard to individual initiative must be guaranteed, whereby teachers (continue to) act as orchestrators and stimulators. Students need multiple and differential experiences, which involves creating space for students to work and learn together. Collaborative learning requires students to be able to sympathize with the perspectives of others, which requires an awareness of one's own perspective as well. Self-regulatory skills must be addressed at an early stage of the educational program (Visscher Voerman, 2018). Learning during programs must stimulate learning in the professional field; this accords with the current minor, which uses forms of education that explicitly focus on the learning process of the student rather than just knowledge transfer. These include forms of education in which the dominant thinking about the teacher as a knowledge transferee

shifts to thinking about the teacher as an orchestrator and stimulator of the learning process of students. These are all more or less student-oriented forms of education, in which the teacher can act as an orchestrator and stimulator. Furthermore, the teacher should be aware that there is a possibility that they must also act as a representative of the educational system in an SEES. For possible roles and tasks of such a teacher and representative, a relation can be found in the overview of teaching in regional learning arrangements, as described by ECS, Wageningen University and Research Centre (2013): business developer, knowledge coordinator, project actor, process facilitator, tutor, researcher, assessor, innovator, and learner.

- Stakeholders and network analysis tools must be introduced within the minor program and, where possible, also applied to the participants and stakeholders. Another discussion took place with the focus group concerning the requirements with regard to the context of the program. These requirements can provide an environment in which the learning arrangement can flourish:

- The initiative for an SEES must be based on a decision of the elite sport organization and not, for example, on education.

- Financial value creation should not be the first priority of the initiative. An SEES should not be seen as a money-making machine.

- Within the initiating sports organization, there is a presence of administrative and management calmness.

- A physical location, space, or room in the vicinity of a sport organization must be available and accessible to serve as a reception area, workspace, and meeting location. A possible relationship with spatial capital in cities (Florida, 2005) can be made, including campus developments, innovation hubs and spaces, et cetera (BCI, 2018). Of course, in addition to the physical location, there must also be a corresponding digital location for those involved.

- Vocational education and the local government should be included as nonprofit business partners within an SEES. Social media must actively guarantee relationships to the outside world so that patterns of interaction between individuals and groups are possible at all levels. This means that experience can and must be gained from the many interests and perspectives of these various persons, organizations, helices

(Carayannis et al., 2012, see Figure 3.7), and sectors (Pestoff, 1998, see Figure 1.3). All this combined should lead to the first steps to involve a helix within an SEES.

- Within the SEES, expressions and objectives, both commercial and social, from the region must be considered as a point of action. This means that regional knowledge and expertise are important in preparing for a role as OC. To provide this information, a close relation with the provincial or local government and education is therefore crucial.

7.6 The realization of the design

The above has led to the construction of a phase model, to be completed during the study period of a sports professional, that presents the learning arrangement required to become an OC in an SEES. The four learning competences of absorption, diffusion, generation, and exploitation, as formulated by Sprenger et al. (1995), were used as a source of inspiration.

- Absorption: the incorporation of all kinds of external knowledge.
- Diffusion: the further distribution of knowledge to places where something can be done with this knowledge.
- Generation: solving a diversity of problems, in particular examining and interacting with one's own borders.
- Exploitation: applying know-what and know-how.

The five cycles of Wenger, Trayner and De Laat (2011) can also be recognized here, as can the concepts of stand-up, start-up, and scale-up (WEF, 2014), whereby scale-up is mainly achieved by not focusing on an organization but on a network and specifically on an ecosystem: that is, the SEES. Because the minor program is open to intrapreneurial and entrepreneurial students, this arrangement can also be followed if a student works for an elite sport organization that intends to initiate an SEES.

7.6.1 A phase model to end up in an SEES

In this section, a phase model is constructed that aims to support entrepreneurship in, with, for, and through sports by preparing and supporting sport professionals in the

development and realization of an SEES. This phase model can be integrated into various educational models.

In phase 1, an individual is introduced into the world of sports and entrepreneurship. This does not necessarily have to occur in the minor. Classical work and individual learning, or both together, in the form of lectures, guest lectures, flipping the classroom (Lage and Platt, 2000), and massive open online courses (MOOCs; Glance et al., 2013) are characteristic. It is essential to start with entrepreneurial competences as set out in Section 7.3. These competences should not only apply to the minor, but can play a more central role during the higher vocational education (hbo) of the sports professional. In particular, development of social and business competences in the world of sports should be addressed. To “stand up” as an individual becoming a starting professional is essential and involves not only enrichment of theory, but also practice through collaborative work, storytelling, and agile methods such as scrumming.

In phase 2, the individual (whether a starting entrepreneur or not) is emphasized. By gaining experience, different values are discovered and created. This concerns work assignments outside the traditional educational building: internships; small projects; orientations in the field; interviews with users, payers, decision makers, suppliers, competitors, and role models; and more. For example, modules such as event and project management, both theory and practice, are central in this phase.

Phase 3 would broaden the current SBI minor program. In addition to cooperating with a student start-up organization, cooperation would be extended to other organizations. An inventory would be conducted of the existing framework conditions and systemic conditions of an SEES at an elite sport organization, with its associated network, such as a business club, a local entrepreneurial network, or any other network that is open for expansion and activities with fledgling entrepreneurs. Specifically, the DDQ instrument can be used on the basis of the A VICTORY measurements with an

indicated target value of > 5 (see Sections 6.2.2 and 8.3). Also applicable is the social network analysis, as presented in Sections 4.5.2 and 8.3.

It is at this stage that the perspective of the other can be integrated with one's own ideas, views, and practical work. Logically, the individual organization of an SBI student as a start-up or possibly as a business partner could become part of an SEES in formation. More students or people occupying OC roles instead of a single person in the same setting is an subject to be discussed and investigated, because that has consequences, for example, on teamwork, network situations, and possible activities (Putnam, 2002, Vroemen, 2009). The educational organization could also show involvement as a business partner in an SEES, which means, as stated before, that the role of the teacher may be filled differently here, where the teacher is also required to be flexible and work together with students. As Johnson (2016) stated, 'Education must be pivot from the goal of educating individuals to store knowledge to the goal or preparing them to stream information.' As one stream of information, the value shifts from "what you know" to "what you can do with what you know," and then to "how quickly you can learn and adapt," which is otherwise known as learning agility. Learning agility is the continuous process of discovering, assessing, and synthesizing information to form and apply new knowledge to novel and often changing circumstances.

On the one hand, theoretical information about topics such as social network analysis, innovation systems approach, social media management, hospitality management, multi-value management, and new technologies can be presented in organized sessions, classes, and activities open to students and actors within a starting SEES. On the other hand, the practical experiences of the context of a starting SEES, which may also relate to students' own start-up organizations, can be supplied. As with the current SBI program, a mentor with practical experience is appointed to support the professional identity of the students, the development of twenty-first century skills in them, and the application of theory to practice, so students can be prepared to become sports professionals as OCs.

Phase 4 is the follow-up phase, in which a small ecosystem begins to grow and the OC can become a paid position after the minor is completed. This could take place in the student's graduation year and can serve as the students' first job as a sports professional after graduation. Sports are deliberately used as a value creator, and therefore, a fully functioning SEES is at stake.

Phase 5 implies that the SEES as a fully-fledged ecosystem maintains itself and shows growth in various directions within and outside of the SEES. Individual organizations are also growing, and a possible indicator is that involved start-ups emerge and transform into scale-ups. The region in which the SEES operates should therefore experience the consequences of the operation of the SEES (with regard to employment, new organizations or industries, innovations, and sustainability). It even might be the case that the OC role will no longer be a single role and that different actors will serve this function in the system.

Figure 7.5 shows this development in phases in accordance with the statements of the focus group.

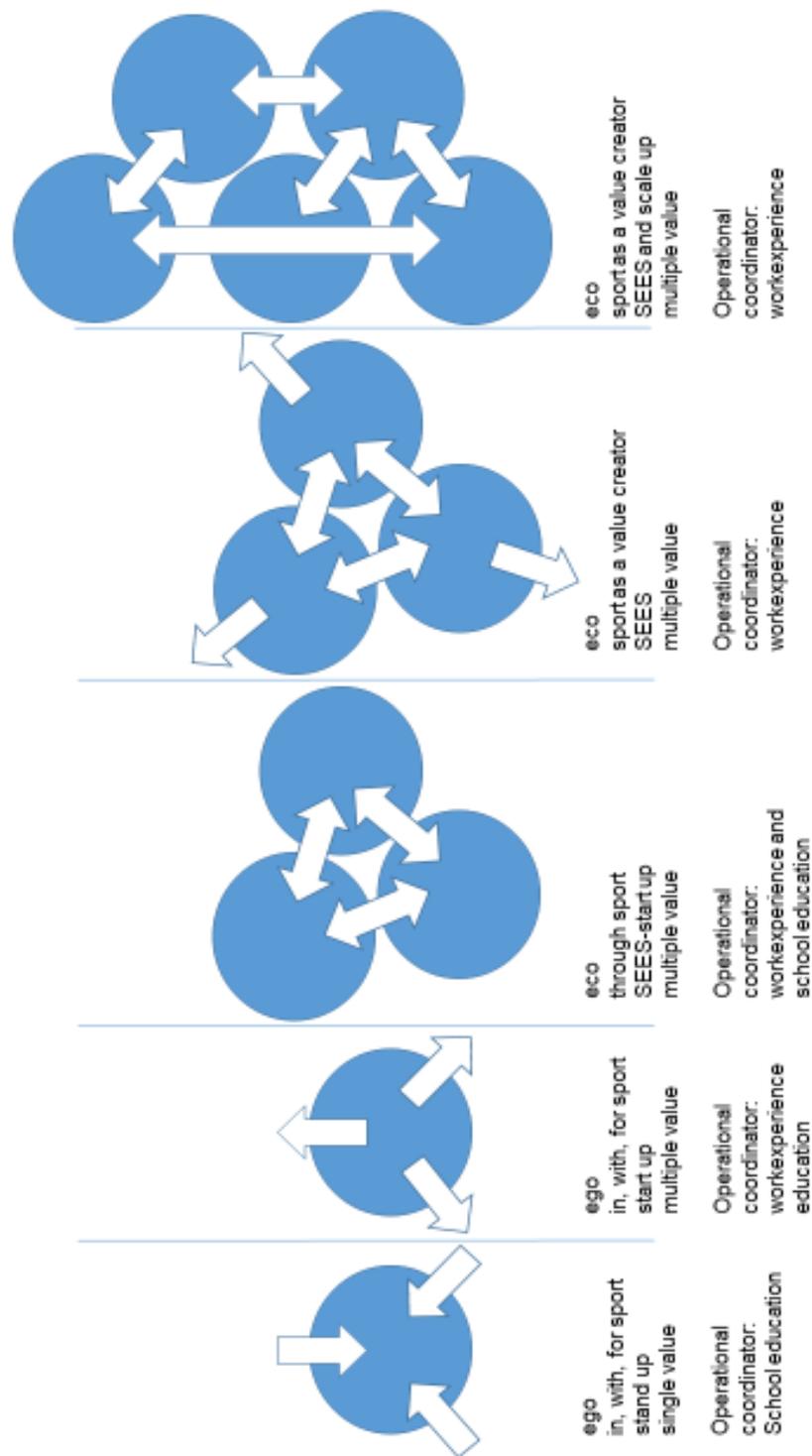


Figure 7.5 Phases in the development of a learning arrangement to become an operational coordinator in an SEES

7.7 The realization process

Phases 1 and 2 of the basic program of sports vocational education must be completed before entering the minor, which is enriched by establishing phase 3 as a starting point. To further shape the learning arrangement, the coloring of the so-called curricular spider web (Van den Akker, 2003; 2010) per phase should lead to the realization process (Figure 7.1).

A realization process can start jointly with teachers, students, and professional representatives. Professional implementation falls outside the scope of this research, however, and it is therefore sufficient to establish the relationship to this spider web.

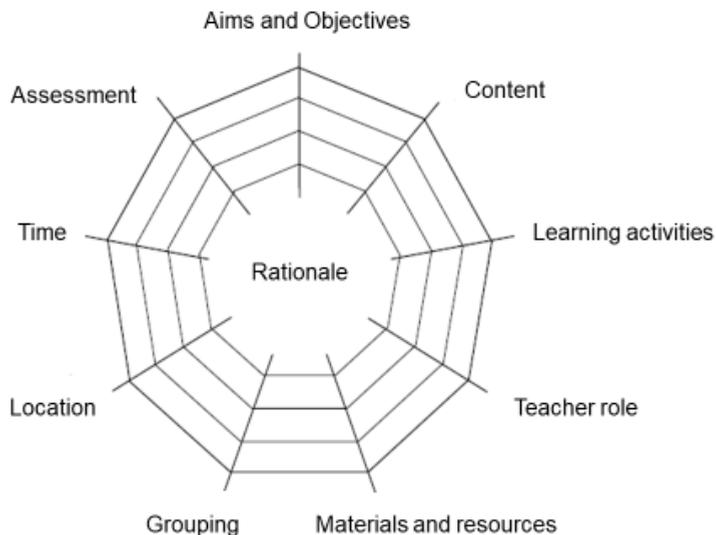


Figure 7.6 Curricular spider web (Van den Akker, 2003; 2010)

In the middle of the spider web is the “rationale” (referring to the overall principles or central mission of the plan, as set out in the previous sections), which serves as a major orientation point, and the nine other components are ideally linked to that rationale and are preferably also linked to each other. The spider web also illustrates a familiar expression: every chain is as strong as its weakest link, which is an

appropriate metaphor for a curriculum, pointing to the complexity of efforts to improve the curriculum in a balanced, consistent, and sustainable manner. This web not only illustrates the many interconnections within a curriculum, but also underlines its vulnerability. Thus, although the emphasis of curriculum design on specific components may vary over time, eventually, some kind of alignment must occur to maintain coherence. A comprehensive approach and systematic attention to the other components is necessary before one can expect robust changes. It is therefore recommended that the various elements be named step by step and colored on the basis of the principles and design requirements formulated above.

Chapter 8 Conclusion, future research, reflection, and value.

This chapter briefly recaps the subquestions formulated in Chapter 1 and their answers, with a view to answering the main research question. Furthermore, it proposes themes and questions for follow-up research and reflects on the research product and process in relation to each subquestion. The concluding section examines both the scientific and the practical value of the research.

8.1 What is the “state of the art” of the sport and entrepreneurship combination in academic literature, and is there a development in which an SEES can be placed?

Sport has been a domain in which many scientific perspectives have long been involved (Van Veldhoven et al., 2011; NOW, 2016). Sport was originally studied as a social phenomenon, with its roots in the nonprofit sector. Today, sport is also the subject of research in the business and economic sciences. Similarly, entrepreneurship has many scientific perspectives (Davidsson, 2004; Groen, 2005; Minniti, 2007; Raessens, 2008): As a field of research and education, it has its origins in the business and economic sciences, but today, it is also a subject of interest in the social sciences. In both sport and entrepreneurship, human action is a theme. The combination of sport and entrepreneurship is not new, but their contraction into a new domain – that is, sport entrepreneurship – is novel, and the research in the academic literature demonstrates that this domain is still in its infancy. It became clear that while there are many different scientific perspectives, the economics and business domain remains predominant in the literature and involves many case studies.

Sport can be seen as a social phenomenon that can create a diversity of values (Crum, 1992; Van Bottenburg and Schuyt, 1996, Tiessen-Raaphorst, 2015). With regard to entrepreneurship, too, it appears that creating value is a central theme, particularly when examining the entrepreneurial process (Venkataraman, 1997, Davidsson, 2004, Groen, 2005, Gartner, 2016). The research therefore focuses on the entrepreneurial process in the context of the world of sports. It appears that a diversity of values can be created through the combination of sport and the entrepreneurial

process. With regard to the identified need to conceptualize sport entrepreneurship (Ciletti and Chadwick, 2012; Hardy, 2012; Ratten 2012; Santomier, 2002), a contribution can be made by identifying categories of entrepreneurship in, with, for, and through sport.

Entrepreneurship in sport:	active sport as a leading activity in the supply of products and services;
Entrepreneurship with sport:	sport as a supporting element in the supply of product and services;
Entrepreneurship for sport:	sport as an objective that is facilitated or optimized;
Entrepreneurship through sport:	sport as a catalyst to support and make the activities of entrepreneurs possible.

The development process in which an elite sports organization and related business parties work together, which start-ups can join, and to which all parties jointly provide added value, can be placed in the “entrepreneurship through sports” category. The combination of an elite sport organization and business partners is studied primarily in relation to sports sponsorship, in which the sport organization is sponsored – that is, provided with financial or other means – by a company that, in turn, is compensated by the contribution that the sport makes in terms of the company’s reputation and profile or image and the way it communicates (Cornwell and Maignan, 1998; Walliser 2003). It appears that research on the character of sponsorship relations and internal dynamics or sponsor alliances in the creation of value within these partnerships is underdeveloped (Demir and Söderman, 2016).

Many themes remain to be investigated with regard to sport entrepreneurship. In addition to an interest in the specific characteristics of an individual sports entrepreneur, the literature review demonstrated that follow-up research topics relate primarily to possible collaborations in terms of which parties can reinforce each other to create various commercial or social values within the world of sports.

Reflection

Sport entrepreneurship has been slowly emerging as a field of study (Ratten, 2012). However, it must be said that the search process for sport entrepreneurship in academic literature is complicated by the multitude of perspectives and disciplines that are involved or have interfaces with the combination of sport and entrepreneurship. Consequently, the question of search terms in relation to the literature review has proved to be a limitation. For example, “ownership of an elite sport organization” is an item that is studied from a number of perspectives and could be categorized as sport entrepreneurship. Scarcely any articles that deal with this item (often related to shares or investment items) were identified in the literature review, probably because they have not (yet) been classified under the keyword “sport entrepreneurship.” That means that literature reviews on sport entrepreneurship should be elaborated with a diversity of other keywords, which might lead to confusion and misinterpretation. Sport entrepreneurship is therefore not yet well established as a domain. To advance research and practice on sport entrepreneurship, a more systematic understanding of its features is needed.

After the literature study (Chapter 2; Hattink, 2018) was presented in the form of a double-blind peer-reviewed article in 2017 and published at the beginning of 2018, several books and articles on sport entrepreneurship with sport entrepreneurship in the main title were published (Bjärsholm et al., 2018 ; Ratten and Ferreira, 2017; Ratten, 2018).

The categorization “entrepreneurship in, with, for, and through sports” is quite new and allows the domain of sport entrepreneurship to be more clearly and systematically framed both for education and research. This would, for example, facilitate and make more comprehensible a discussion on whether sport entrepreneurship should be limited to entrepreneurship in sport.

Finally, it can be concluded that “entrepreneurship through sports” is an item that is scarcely addressed in the academic literature at all. This paved the way for this study,

with a fairly unique subject in an unusual everyday combination, which automatically acquires an exploratory character.

8.2 How does an SEES differ from other ecosystems, and what roles do an elite sport organization, its business club, and start-ups play in an SEES?

Social system thinking is popular in both academic sport sciences and entrepreneurship process sciences and appears to be a connecting element revealing that the social component is the engine of a system (Ehlen et al., 2015; 2017). A system that is characterized by multidimensional and multilevel perspectives means that a focus is placed on multiple elements that play a role in the entrepreneurial process, and not only on an individual or an individual organization. Based on a network perspective, a framework is used inspired by multidimensional social system theory: the so called 4S model (Groen et al., 2002), in which four elements (scope, scale, skills, and social networking), each produce unique types of processes and value and work concurrently and influence the multilevel system.

Furthermore, a shift “from ego to eco” (Scharmer, 2011) is explained (Chapter 3), which occurs at mutually influencing levels, of individuals, groups, and organizations and at a global level (Scharmer, 2011). In this study, it is primarily the individual, group, and organization levels that are placed in an ecosystem.

The word “ecosystem” is a popular term in the business lexicon today, which results in confusion and inconsistency in its usage. Chapter 3 examines the development of the term’s application from a biological ecosystem (Tansley, 1935) to a business ecosystem (Moore, 1993) to an entrepreneurial ecosystem (Feld, 2012; Isenberg, 2010; Mason and Brown, 2013). These elements all lead to the following definition of an SEES: An SEES can be seen as a self-maintaining and evolving system (innovation) involving the cooperation of interconnected entrepreneurial actors, entrepreneurial organizations, and other helix institutes with a sport organization as a basis that formally and informally coalesces to connect, mediate, and govern the performance of those individuals and groups within the SEES and the SEES itself

within a local or regional entrepreneurial environment. A characteristic of an SEES is the creation of multiple (shared) values through sport in the interest of cooperating and competing stakeholders in multiple relations on different levels (the individual organization, the SEES, and its local region). This system innovation has an incremental character, since it stems from the existing contact between an elite sport organization and its business partners, whether organized in a business club or not. The sports organization is the basis for initiating such a system, which builds on the existing interaction between the sports organization and the business club. An SEES is therefore built from the inside to the outside, and the units of analysis are the individuals and organizations that participate in an SEES; the sport organization; the participating business club organizations, supplemented with other parties from the helix; and finally the start-ups. Subsequently, regional development is an objective that brings parties together within an ecosystem, which means that an SEES presents itself as a multilevel system.

With a properly functioning SEES, the initiating role is reserved for the management or board of the elite sports organization. This requires a joint decision from that board to guarantee the support, continuity, and involvement of all management or board members and thus to guarantee support within the entire sport organization. Strong contact on the part of the elite sport organization with the business club is important, so that after the initiating phase, other roles can be filled.

After the initiation phase by the sports organization, it appears that business partners or companies often take on the (informal) role of leader in the system, in particular in support of an operational coordinator, who is put forward by an initiating sports organization as an “event organizer.” The steering function by business parties can take place by means of contributions to a so-called guiding group (with representatives of sports organizations, business partners, and start-ups) or in the entrepreneurial activities led by the guiding group. Other helix parties, such as education or governmental parties, can adopt the role of feeder within an SEES. The focus is often on start-ups, as other parties believe that they can provide them with the

most support. The roles of initiator, leader, and feeder fit within the theory of ecosystems (Section 3.3) such that the commercial business partners occupy the role of leader and the other parties (government, education) that of feeder (Feld, 2012; Zahra and Nambisan, 2012).

Within the dynamics of an SEES, in addition to the general binding objective of regional development, sport appears to function as an important binding social element and thus supports the so-called social motor of the ecosystem (Ehlen, 2015). The explicit functions and roles of sport act as a mechanism to justify sport being referred to as a multi-value creator. Further attention is paid to this in Section 8.4 when the fourth subquestion is discussed.

What is not researched in this study is the realization of regional goals or objectives, and this could be an important topic for possible future research. This would allow an SEES to further distinguish itself from other ecosystems. The current study also investigates an incremental system innovation, and while the question of how such an innovation should be built from scratch is important, it is beyond the scope of this research.

Reflection

A new concept has been created with the SEES, the basis for which lies in a number of scientific theories that, at first sight, were placed in a “blender.” This represents the beginnings of an abductive approach in which a number of scientific theories and models have been put together to be able to interpret the phenomenon of the SEES. These theories and models include regional development and impact through an ecosystem (Stam 2014; 2015); the 4S theory, which supports entrepreneurial processes (Groen, 2002; 2005); the global shift from “ego to eco” (Scharmer, 2011); and a helix model (Etzkowits and Leydesdorff, 2000). This all lead to a first conceptual, theoretical framework to identify the process of developing an SEES, which manifests in a complex, multi-level system. This abductive approach allows the framework to be expanded with other theories over time in order to strive for completeness and optimal coherence in the description and explanation of common

issues. For example, a possible relationship with the literature of alliances emerged during the investigation (Douma, 1997; Kaats and Opheij, 2014).

Generally accepted theories can be expected to provide the best possible direction to certain phenomena in practice. The specificity of the phenomena is expressed in the selected cases. This is logically followed by an inductive approach, which strives for general statements (see the following section and subquestion).

This study is interested in the adoption of the research results and in arriving at a theory for instrumental use. The predominant way that organizational research is applied is probably through gradual seepages into organizations of new ideas, metaphors, and rationales for explaining human behavior (Beyer and Trice, 1982; Van Aken, 1994). Therefore, there is not only the (classical) research aim of developing knowledge for general understanding and conceptual use, but also the aim of conducting research with the objective of developing knowledge for instrumental use. Both these objectives are found in the engaged scholarship approach (Van de Ven, 2007).

Engaged scholarship holds that research is not an individual matter, but rather a collective agreement. Nevertheless, “silo thinking” has proved difficult to resolve. A diversity in background and in the relationship with the various helix systems of board members or managers of an elite sport organization are values that counteract silo thinking and thus make a joint board or management decision of initiating an SEES an important condition. It should also be borne in mind that there are often various elite sports organizations active within a region. While it has not been investigated whether a certain degree of competition or cooperation between such organizations exists, this factor could certainly influence several initiatives simultaneously in the region concerned. To what extent and how ecosystems (in development) work together is an aspect that should not be underestimated and deserves more attention (Hazlett et al., 2011). Like any rivalry – for example, with regard to the favor of the media, municipality, or province – this could also apply to business partners within an SEES

or to various SEESs within the same region. After all, if several insurers are active in the same SEES, a certain degree of competition might play a role, although this has not been demonstrated in this study. Start-ups have also remained an understudied aspect; only in one case was the profile of a start-up examined (sector, market, ambition, etc.).

8.3 What conditions (input), activities (throughput), and results (output) are relevant for the developmental process of a starting SEES?

An important central aspect of the research that concerns the systematic development process of an SEES is raised in this question. Therefore, multiple embedded case studies were conducted (Yin, 2003), in which three potential SEESs were investigated to better understand them as complex social phenomena.

The conditions are subdivided into framework conditions and systemic conditions (Stam 2014; 2015). The framework conditions are determined largely by the regional setting and the context of the sports organization, while the systemic conditions appear to be specifically related to the degree of involvement of the helix parties or business partners, as well as the start-up organizations. The conditional involvement is related to the 4S model: social, scale, scope, and skills (Groen et al., 2002; Groen, 2005), and these components are investigated in this study in both a qualitative and a quantitative manner, which led to the concretization of the relatively abstract approach of the social system theory with the help of a more instrumental approach.

The use of the adjusted DDQ method (see Chapter 6, Section 6.2.2.2) can provide clarity on the scope, scale, and skill components. Instrumental use takes shape when this method is applied. Based on the results of the three cases, a score ≥ 5 in the DDQ questionnaire per element seems to be a minimum standard and provides an adequate representation of the necessary willingness to have an element as a systemic condition. With follow-up research, this standard could become more firmly anchored and substantiated. In the qualitative approach, the operationalization of the scale element deserves further attention. An operationalization of this element in

financial expressions does not do justice to the original interpretation of efficiency. It is important in this context that the mixed-methods approach should provide reasons to make such an indication. This is referred to as configularity: The analyst's interpretation of an item of information varies depending on the nature of other available information. After all, people generally make a judgement based on the information they possess, and in conversations, they can examine information in greater depth and ask for concrete examples. It should also be mentioned that the moment of measurement is an important aspect – specifically, the awareness of having a snapshot at a certain moment. The present DDQ instrument can be used at the start of an SEES. In this study, it was used only four to five weeks after the first beginning of an SEES, which makes the process definition between conditions and results difficult; by definition, consistency across time is an aspect that is less relevant and applicable. However, a certain result is a condition for the continuation of an SEES. Therefore, the unit of analysis changes throughout the process, as described in Chapter 4, which means that much value is attached to the inference quality and pragmatic validity. Research settings have been selected for this, with aspects being identical, so that the macro context has the smallest possible determining influence. In this study, these were mainly the regional framework conditions. In addition, the foundation of this research is the literature review, which framed the concepts of sport entrepreneurship and the entrepreneurial ecosystem. These concepts relied as far as possible on existing research in terms of operationalization and research design. For the social element, it is important that the decision to start an SEES is taken by the board or management of the sport organization. The management must have good relationships with representatives of all helix parties, profit and nonprofit, and the social network analysis is valuable in verifying the nature of these relationships. Furthermore, within the sport organization, many edges should be present to act as one organization in initiating an SEES. The social element is also the motor of the other elements for sports organizations and business partners.

For multi-value creation and continuity within an SEES, it appears that when an initial value was placed on possible financial benefits (scale) by the sports organization, it is

better for the organization to emphasize the strategic element (scope), as this boosts the other elements (including scale). Sport organizations mention the value of social contacts for business partners during the start of an SEES (similar to the more traditional sponsorship deals); however, the admissibility in the first instance appears to lie in the strategic element (scope) for business partners. In particular, striving for regional development and growth is a binding factor for business partners, and one from which the other elements benefit. Whereas start-ups were often approached from the perspective of potential learning and development opportunities (skills), start-ups appear to regard the social element (networking and making contact) as the most important one to give substance to the other elements. This is in line with the finding that the social element is the engine of all the elements, since start-ups were not part of the relationship between sport organization and business club and partners at the outset. For the sports organization and business partners, this element is not identified as the first element, due to the fact that they already act from a social perspective, since the relationship between the sport organization and business partners already exists.

As an interpretation, it can be stated that the realization of an SEES that makes clear that it strives for added strategic value for the region increases the involvement of individuals and organizations.

The activities are subdivided into network activities and passive, sports-related activities; however, the two types of activities are often combined. Organized creative interactive activities in which representatives of sport organizations, business partners, and start-ups meet each other lead to value creation. The role of sport as a mechanism is central to this (see the following subquestion). The substantive contributions during the sessions and activities came about through effective coordination among and participation on the part of representatives of all three groups (sport organization, business partners, and start-ups). Creative interactive sessions that also allow space and time for informal conversations between individuals and

organizations – whether or not as a result of a centrally organized session with an actual theme – are an important component of every SEES.

Output and outcomes in the form of value creation are important at different levels. The research was limited to individual organizations and the SEES and was not extended to the regional level. Certain start-ups realized a value increase with respect to all 4S elements, while most organizations achieved an increase with respect of some elements only. Effective value creation within the various groups of organizations leads to an increase in participating organizations and to interactions within an SEES; this, in turn, leads to a growth of the other elements within an SEES. Such a situation reflects the self-sustaining capability of an SEES.

To what extent this creation of value for an organization is related to the quality and quantity of the contributions to an SEES that an organization has undertaken is still an open question and should be examined in more detail in follow-up research.

The added value of an SEES is expressed in the social and scope elements in particular. With regard to the social element, an increase in duration, frequency, and intimacy of contacts in the helix systems occurred that led to value creation in other elements related to the 4S model. Logically, and in accordance with theory, the social element is an engine for other elements. Based on the social network analyses (Chapters 5 and 6) in this research, the average number of edges (contacts: number of nodes), the average network cluster coefficient (informal power, liaison indicator), and the score of the sport organization on density (portion of the potential connections or edges in a network that are actual connections or edges) appear to be indicators for continuity of an SEES.

The scope element indicate that the pursuit of multi-value creation is important and that a focus on regional development is desirable. This can also be properly demonstrated in media statements. This multi-value creation is also expressed in impulses to the skills and scale elements. The element scale was viewed as purely financial in the research, but the quantitative research part demonstrated that this was too restrictive a limitation; scale also involves achieving results in the somewhat longer

term with the least possible loss of time, money, and energy. Therefore, a focus on efficiency, as in the original definition of scale (Groen 2002; 2005), seems to be an improvement in this research (see Section 6.2.2.2). With active participation in all organizations, skill development takes place automatically. Concrete examples of value creation can be found for all elements, as is also apparent from the individual cases described in Chapter 5, which illustrate opportunities offered to start-ups that include other organizations in their activities. Initially, a spin-off was experienced by these organizations that are part of the SEES, but due to a diversity of contacts, this was experienced as well by organizations outside the SEES. This is the way the SEES provides momentum to the region, but hard facts and figures at the regional level have not yet been obtained, as such requires further investigation at the regional level. There are now various options in this regard, and an increasing amount of research is being conducted on this question (e.g. Stam and Bosma, 2015).

Based on the information provided with regard to conditions, mechanisms, and outputs and outcomes in three cases, it can be established that Donar has a working SEES, a system that can sustain itself and create added value for various parties and individuals. An SEES is being established at Heerenveen that must still prove whether it is maintaining itself but that is already capable of creating added value. There is no SEES at Orion, since the systemic conditions as formulated herein do not appear to have been met. Nevertheless, the initiatives undertaken are appreciated (see Chapter 5).

Social media covers the interactions and achievements resulting from activities within an SEES. This source of information could be studied from a research perspective in a follow-up study and possibly become an indicator of interaction and burden of proof in relation to interactions and the realization of values.

The degree of value creation is not quantitatively expressed in this study. Although the social elements with the social network analysis are considered as such. Future

studies could choose to expand the research with more quantitative data relating to a regional impact, which would be a logical line of further research.

Reflection

The social system theoretical approach is clearly highlighted in this subquestion and gives structure to the research process. Action and interaction have proved to be decisive and provide a theoretical and practical breeding ground in the entrepreneurial process and in the development of sports. Many theories and models are interlinked with each other with the social system theory as fundament, which makes it possible to address input, throughput, and output factors on multiple levels from multiple dimensions in a systemic triangulation approach. In practice, the research has taken the form of three extensive case studies, in which a diversity of information has been obtained through a multiplicity of techniques, for all of which made it possible to triangulate the methods used and the data obtained.

The case study naturally entails limitations with regard to external validity and generalization, included in the concept of inference transferability (Tavecchio, 2010). The case study does not represent a “sample,” and in undertaking a case study, the goal was to expand and generalize theories (analytic generalization): linking the results of empirical research to a broader theory in order to expand and generalize the results (Yin, 2003, p.10). The procedure that led to the identification of important conditional factors within the case study is pattern matching, whereby empirical patterns are compared with the predefined model (Yin, 2003).

In all three cases, there is a focus on economic development and supporting start-ups – a goal that receives social and regional support. The latter was not a predetermined situation. It should also be noted that this relates to sports organizations that provide for (globally known and mediagenic) team sports, each case dealing with a different kind of (sportliche, see Chapter 1) team sport. A generalization to other sports and other regions (this research was limited to relatively peripheral regions of the Netherlands) therefore has its limitations. Due to the large number of techniques used that often led to the same results, it can be said that triangulation here had a positive

effect on the validity of statements. Moreover, even more could have been subsequently possible with the help of, for example, more structured data collection and social media analyses. Due to the fact that various results demonstrate that one case can be considered an SEES, one case can be regarded as a non-SEES and a third case can be considered a potential SEES, the case study based on literal and theoretical replication has a good first basis to yield valid statements.

Engaged scholarship represents a cycle that in this study – and particularly in this subquestion – had an impact on the involvement of practice. The same respondents were involved in many methods. The maximum number of respondents who were able to make judgements based on knowledge and experience were questioned about the SEES initiative – in total, about one hundred, in the quantitative as well as the qualitative parts.

The direct involvement of the coordinating persons in each case study increased validity; they provided overviews of what occurred and of what people said and did. The danger of reactivity was reduced by the relatively long lead time of the case study, so that the parties involved became accustomed to the presence of researchers and therefore fell into what may be assumed to be regular behavior. The possibility of the researcher “going native” in the case study should not be underestimated. Attempts were made to minimize this possibility by ensuring that the researcher had no prior involvement in the initiatives. Moreover, the researcher lived in a different region, and there was no conflict of interest. Furthermore, the research was conducted within a university context in a different province from those in which the case studies were conducted.

The research approach has, particularly in relation to this subquestion, experienced a significant transfer to instrumental use, which could be of assistance in other studies or practical situations; see also the last subquestion addressed in this chapter. With regard to this subquestion, when it comes to instrumental use, reference can be made to the DDQ and the social network analysis. However, the sport and network activities

can also be seen as instruments or interventions, and it can be stated that with regard to the creation of various values for various actors, there is pragmatic validity in this study.

As stated in earlier chapters, instrumental use also has certain limitations. The translation of the DDQ into scope, scale, and skills now has a stronger foundation based on an exploratory factor analysis. The DDQ questionnaire of the DDQ has not been adjusted. As previous studies (Van den Bogaart and Wintels, 1988; Stals et al., 2008; Vermeulen, 2009) have indicated, it can be considered reliable and valid, and this has been confirmed in this study. The link between the DDQ method and the 4S model is new and led to an initial exploration of this relationship. The translation of the DDQ to the elements of scale, scope, and skills must still involve caution; however, based on the current research, it provides a good first indication. This has led to an improved link between theory and practice and an increase in construct validity, particularly in the representation of the scale element. This means less emphasis on the financial aspect and more emphasis on the total efficiency of the operation. The social network analysis provided a transparent overview; it was the restriction in the number of relationships that were taken into account (20 or more points) with regard to the degree of frequency, contact time, and intensity in particular that assisted in providing a clear overview. The established standard of 20 points in the instrument remains arbitrary. However, a norm from theory has not yet been provided. The completeness of the research may have benefited from a visual representation of the social network at the start of the SEES research period. New insights would not have brought about the same relationship within the sports organization and the number of edges between the sport organization and the for-profit business partners from the existing business club.

Although it was known in advance that the creation of possible multiple values within the research was worth pursuing, those values were not clearly defined in advance. In the context of the SEESs examined here, it was noticeable that within the helix, the natural system was not represented by individuals or organizations. Almost no

attention was paid to circular and sustainable issues within the SEES. In theory, however, there are starting points to be found, as was apparent in Chapters 2 and 3. It is possible that the absence of individuals and organizations from this system within the quintuple helix in the network results in the lack of attention paid to circular and sustainable issues.

The role of the operational coordinator in this study was prominent in all three case studies. It is clear that the link between operational coordinator and researcher was relatively close due to the many information exchanges. This meant that there was a role separation between participation in the SEES on the one hand and a more objective distance from the researcher on the other. This requires a professional attitude from both parties towards data collection and analysis. The problem of role separation is frequently mentioned in the literature, where it is stated that tackling construction problems, which often takes place within an n-type context of organizations, the separation in roles is not always there" (Verschuren, 2009, p. 172). In addition, such a situation fits extremely well within the engaged scholarship approach: Scholarship means something more than research, and engagement is the means for scholarship to flourish' (Van de Ven, 2007, p.9). The research was therefore not a solitary exercise; it was a collective achievement in which input was provided from many sides and in which matters were discussed and recorded. This implies that the operational coordinator gave substance to a research attitude, something that increasingly emerges in higher (vocational) education as an important aspect of a sports practitioner with a higher education.

8.4 Which roles of sport as a value creator in processes explain the creation of multi-valued entrepreneurship output in an SEES?

Sport appears to be a value creator as a mechanism with various functions or roles to stimulate and support the 4S elements in the process of entrepreneurship (see Section 6.3 and Figure 6.1). Four functions or roles of sport have emerged. The experience and identification roles are not new and have been frequently raised by sports sociologists (De Knop et al., 2002), mainly in relation to fans and social projects

practicing sports, albeit less frequently in a business context. To a certain extent, this also applies to the metaphor of sport, while the relationship between business and entrepreneurship was mentioned earlier (see also the literature study in Chapter 2). A recent example is a study in which the sport of judo is related to business and entrepreneurship (Wichers and Hattink, 2018). In contrast, the reference function of sport is strongly underexposed in sports literature, and it is this function in particular that distinguishes itself in relation to the role of sport in business and entrepreneurship. Although a macroeconomic value is added by elite sports (Van Bottenburg et al., 2012), this was not researched at the micro level of individual organizations and the SEES level. More attention to this reference function in sports practice and sports education is desirable. It is also this role that fits in with the categorization of the first subquestion. The experience, identification, and metaphor functions of sport can be recognized in various practices within the entrepreneurship process in, with, and for sport. The reference function, which can be related to trust, is important in establishing relationships and agreements, and therefore forms a basis for doing business through sport. This item deserves further investigation in order to demonstrate the aspects that play a role in the realization of that trust and to locate it more firmly in practice, especially due to the fact that some elite soccer organization now face a questionable image in relation to some kind of illegal financial affairs (money laundering, conflicts of interests, etc.) (DNB, 2016).

Certain functions emerged in the study on an incidental basis and therefore did not have enough of a foundation to actually be considered as functions, namely the test-playing function and the predictor function. Since there are indications that these functions of sport could have a potential added value within entrepreneurship, they deserve closer examination in order to identify more clearly the conditions in which these functions may be applied and with what possible outputs.

Reflection

Sport as a mechanism was consciously used within the interventions, which are the creative interactive sessions within the entrepreneurial network or sport-related activities. In the context of this research, it cannot be excluded that several

mechanisms are active, with regard to, for example, group-related behavior and decisions (Janis, 1971; 1982, Shefrin 2007). Research is being done on this within various scientific domains, but this work falls outside the scope of this research. Within the case studies, the functions or roles of sport as a value creator have been established on the basis of explanation building. Certain phenomena within an SEES are attributed to the roles of sport. Since the various cases were not studied simultaneously, the roles of sport could be clearly formulated and recognized during the research process. As a result, a number of functions or roles of sport (the test playing function and the predicator function) were not identified in all cases and are therefore not generalized.

The experience and identification functions are known from social sciences, as is the metaphor function, although reservations have been expressed about the use of sport as a metaphor (Robbins and Finley, 1995). Like the presence of framing in the background, however, it does make intentions and situations clearer. The reference function in particular refers to trust, a term that is frequently encountered in entrepreneurship literature (Lane and Bachmann, 1998) and that can be considered an important condition for realizing value creation in individual entrepreneurship processes. The cases investigated in this research are elite sports organizations that have a certain history with a well-known team sport. The focus was therefore placed on "sportliche Sport" (Dietrich, 1989). Whether this also applies to other elite sports organizations deserves further attention. The relationship with relative stability as a condition for an SEES can perhaps be extended to the functioning of this mechanism. It ought to be noted that business partners and start-ups are generally small-to-medium enterprises that are active regionally, as well as the researched elite sport organizations are regionally positioned.

With the help of context-intervention-mechanism-outcome logic (Pawson and Tilley, 1997), the research formed a replicable step-by-step process in a methodical and orderly manner. The results are of an exploratory nature and should be of help in

practice, while a more detailed investigation can be conducted on the design and elaboration of the mechanisms mentioned.

8.5 What are the essentials of a learning arrangement within vocational education to prepare and support sport professionals in the development and realization of an SEES?

It has been decided to emphasize the profile of a coordinator, who can help shape an SEES as a factor of the initiating function of a sports organization. Three roles within that coordinator profile appear to be important: the connector, the convener, and the conditioner roles. The aspects of this position were discussed with a number of experts with practical experience. This means that the so-called knowledge stream that has been followed so far is enriched with a practical stream, as described in Chapter 7 (Andriessen, 2007; Van Aken and Andriessen, 2011). This practice stream had a short cycle and led from the role and job description of an OC to a learning arrangement for an SEES sports professional.

The input of those directly involved in existing initiatives resulted in a strengthening that led to an alignment with the challenges within higher vocational education. The coordinator function can easily be identified in the form of a graduate internship or work placement of a higher vocational education (hbo) sports student, as the case studies demonstrated. To achieve a proper interpretation, a development flow is advocated that is in line with the shift from ego to eco (Scharmer, 2011). From a knowledge-intensive entrepreneurship approach, various innovations from product and market (as stand-up and start-up) (WEF, 2014) can be implemented in a fairly clear incremental system innovation such as an SEES.

It appears that, in addition to being a provider of education, an educational institution can also have a different role as a so-called business partner of a sports organization if it engages in an SEES – particularly if the educational institution cherishes the ambition to act as a knowledge institution, for example. Campuses and innovation

places for entrepreneurial individuals and organizations are often a topic of discussion in the context of holding a supporting regional function (BCI, 2018).

A number of concrete implications were identified in this study to support the development process of an SEES. In addition to the necessary basic know-how with regard to, for example, entrepreneurship – from stand up to start up to scale up (WEF, 2014) – knowledge of the role of sport and entrepreneurship, various skills, and an interpretation of the learning arrangement with practical learning related to an SEES are recommended as well. Possible educational interventions (transfer of theory or creative interactive sessions) can be combined in an SEES construction, whereby education is by definition not isolated and takes shape on the basis of constructivist and connectivist ideas (Siemens, 2005)

Reflection

With the introduction of a practical stream in this chapter, efforts are made to give substance to the engaged scholarship approach and to create an impact. The practical component is a central item in this chapter, and an educational perspective was selected to examine this component; however, different perspectives could have been employed, for example, that of local government. Such an area is open for exploration and thus provides a topic for a follow-up study.

The educational design has taken shape in accordance with so-called design sciences, which are different from applied sciences. The aim of design sciences is to develop valid and reliable knowledge to be used in designing solutions to (construction) problems. Applied sciences focus on applying the basic laws of the explanatory sciences, thus disregarding the impressive body of knowledge developed by the design sciences themselves. This study has attempted to combine these issues, which accords well with the engaged scholarship approach. In terms of the latter approach, on the one hand, conceptual knowledge is formulated and used to describe an SEES for the sake of general enlightenment with regard to the combination of sport and entrepreneurship and in order to gain the acceptance of results by stakeholders; on the other hand, research results are adopted by decision

makers, policy makers, and educators within or related to the world of sport and entrepreneurship (instrumental use).

The practice stream in Chapter 7 has a short cycle and relates to the identification of the role of a sports professional to be educated in relation to an SEES, the educational design, and the involvement and acceptance of experts with practical experience (as operational coordinators and as teaching staff). Two operational coordinators in the case studies had undergone the relevant entrepreneurial education (minor), which served as a starting point for a learning arrangement. Attempts were made to avoid the danger of tunnel vision by also involving people in the focus group who had no relationship with the specific cases being investigated. In this context, the direct implementation and possible evaluation favored those practical professionals who would actually have to become involved in the design, for which the Van den Akker spider model (2003; 2010) is a supportive tool and forms a transfer moment. It should also be borne in mind that an educational design such as the one presented requires a different perspective from that of educational organization. Whether people are willing to adopt such a perspective is a key question in relation to fulfilling the conditions.

The operational coordinators made a significant contribution to this research through data collection and provision, which means that they had a relatively large amount of information on the basis of which to make statements in this chapter. Moreover, information was shared, which resulted in consensus and convergence. One disadvantage was that no explicit decision rules were drawn up in advance; instead, over time, agreements and differences were found in conditions, activities, and outputs and outcomes among individual organizations, groups of organizations, and the SEES itself. As a relatively short regulatory cycle was followed (Van Strien, 1975; 1986), knowledge obtained from previous research was used and supplemented with accepted information from the participants, on the basis of which an educational design was created. The objective of design science is to develop knowledge that can be used by professionals to design solutions to problems in their fields. This also

meant that the focus was not on the educational action (the realization process) but on the process knowledge (the designing process) to use in that action. This is also in line with the distinction between design science and applied science (Van Aken, 2004; 2005).

Furthermore, there is a limitation in generalization, since the design is based on an existing situation – a situation that is not generally applicable. Every other educational situation must be tailored and customized to a certain degree. The design, in a general sense, can be adopted, and attempts have been made to describe it in such terms. With the present educational design, it is not sufficient to apply a short module for quick implementation. It requires a different way of working from a regular educational organization, and the possibility of starting one or more SEESs at the initiative of a sports organization must also be considered as an important aspect. According to the model of Van Aken and Andriessen (2011), what has been learned from the practical stream must be returned to the knowledge stream. With the reflections presented in this chapter and in the sections below on the scientific and practical value of the research, this return should be guaranteed.

8.6 Scientific and practical value of the research

By answering all the subquestions, an answer was also provided to the central objective and main question of this research. As stated in Chapter 1, the scientific goal was to gain more knowledge of the process and principles necessary to create a successful SEES. The practical goal was to identify a set of success factors and design principles to create a successful SEES. The central research question was “What are the essential (f)actors and how do they interact in an SEES in the cooperation among an elite sport organization, its business club, and start-ups to support, engage with, and stimulate entrepreneurship in creating multiple values with sport as a value creator?” The study provides a great deal of information and contains a multiplicity of research aspects, such as quantitative and qualitative research strategies, methods, and techniques. Analyses and results are structured around conditions, activities, and the role of sport and output at individual, group, and SEES

levels, but they are limited in terms of regional development. This clearly indicates that the research is primarily of an exploratory nature. It can nevertheless be regarded as valuable, provided that a translation can be made to the scientific value on the one hand and the practical value on the other.

8.6.1 Scientific value

As mentioned in Chapter 4, the objective is “to explore the best way of working in the given context of the current period of time to pave directions for the near future to support the new developing world of sport and entrepreneurship in a context of an elite sport organization, its business club, and start-ups.” This has been achieved by adopting a wide variety of methods and techniques, as promoted in the approach of engaged scholarship (Van de Ven and Johnson, 2007, Van de Ven, 2007). Many different disciplines have been brought together, and this can be said to have strengthened the various theories. In terms of this approach, theory and practice complement one another. The engaged scholarship approach appears to be suitable for carrying out this type of research. Quantitative research with questionnaires, qualitative research with interviews, and supporting methods such as diaries, participation, group discussions, and social network analysis appear to enrich each other.

The criticism leveled at engaged scholarship by McKelvey (2006), as described in Section 4.1, can be partly rebutted in this research process. For example, McKelvey stated that the joint probability that all required elements would line up simultaneously is a fact. However, by giving the research a longitudinal character and a theoretically modeled structure, the elements appear to be able to emerge sufficiently. Another reservation expressed was the fear of the mixture of consultancy and science and the risk that the “average” across many of these projects would be a decision by committee. If advice is given on the basis of scientific statements, then there is no problem; in fact, the ultimate goal is to provide direction to other systems in similar contexts. The fact that an SEES cannot be blindly copied in a situation that is not assimilated, both regionally and in relevant sports organizations, has already been

established. Maintaining the average by means of a committee decision leads to an SEES being unable to maintain itself, with the result that it is no longer an SEES.

Guiding groups and operational coordinators are concerned with operational aspects and, in that sense, do not form a decision committee about the SEES future. Another added value of this research can be found in demonstrating that the shift “from ego to eco” (Scharmer, 2011) is indeed a development that is receiving increasing acclaim and creating values. The one-sided financial element, for example, makes way for the strategic element in sports organizations. This means that the analysis unit in and around the combination of elite sports organization, business partners, and start-ups can be interpreted relatively well and thus defines the ecosystem, something that proves difficult within regional ecosystems, for example (see also Section 3.4).

With the use of measuring instruments such as the adapted DDQ method and the social network analysis as mapping tools for the 4S model, more data can be generated in the long term, with the result that the scientific stream that focuses more on data-based quantitative correlational or testing research strategies can make use of such data. The three SEESs researched in this study could be classified as n-type research (Verschuren, 2009). The aggregation level here is at the micro organizational level. This may, for example, be an extension of regional research. From a methodological point of view, it has proved possible to bypass a number of the shortcomings identified by Stam (2014; 2015) in regional ecosystems. These include tautological reasoning – a system leads to entrepreneurship and entrepreneurship leads system – the unclear level of analysis, and the lack of cause-effect relations in the relevant factors of an ecosystem (see Section 3.3). This has been achieved by examining a new system to be developed from an existing entrepreneurship setting (the business club and an elite sports organization) while the elite sport organization is the initiator, concentrating the analysis unit on the organization level, and focusing on sport as a mechanism. Relatively abstract constructions based on social system theory are approached from within a system with the context and the incremental

development of an SEES and connect a number of scientific models and principles with each other in favor of a more concrete framework.

Moreover, sport is viewed in a different light – in this context, as a motor and mechanism within an ecosystem that leads to value creation. The degree of interdisciplinarity in the current complex world implies that situations can be examined from different perspectives and coherence can be introduced. Therefore, sport as a value creator may in the near future be a more frequent subject of research in various domains. The world of sport can thus support a diversity of research disciplines, strategies, methods, and approaches in fulfilling the assigned role of a unifying connector in the scientific domain. After all, many research paths in general are still unknown and full of ignorance. As Einstein (1879–1955) stated, ‘If we knew what it was we were doing, it would not be called research.’

8.6.2 Practical value

Sport can be used in many ways as a value creator. This also applies to entrepreneurship, as is apparent from this study. The initiative to realize a system innovation such as an SEES comes from the sport organization, but this does not happen automatically. The “old” organized sports world was, as argued in Chapter 1, the result of the wave of industrialization at the end of the nineteenth century, which has given way to the complexity of modern times. In the current, rapidly developing knowledge- and network-based society, different rules and laws apply. The shift from ego to eco appears to be a difficult process, but with initiatives such as an SEES, the various actors and parties are indeed moving. It is therefore important to identify what can be expected from everyone. The present study provides insight into this subject and provides tools with which to realize an SEES. The research is largely exploratory in nature, which means that there are further options for implementing a system innovation such as an SEES. Other types of sport, different ways in which cooperating parties are structured, and different objectives and interests all provide sufficient substance for new research into the possible role that sport can play as a value creator. It should be borne in mind that in this research, an SEES is built around well-

known traditional team sport with media attention. This study did not address the extent to which an SEES can be initiated and realized for other sports and organizations (elite sport or otherwise). Therefore, the possibility of an SEES being linked to a gym, sports center, or other modern sports organization cannot be excluded.

This is particularly important for sports organizations and (future) sports professionals. Moreover, it also provides business partners (starting or already established) an insight into a world that is different from what they may be used to. Many people still regard sport as a separate sector (so-called entrepreneurship in, with, and for sport). This can be broadened from the perspective of entrepreneurship through sport. It is possible that this approach could provide opportunities for other, at first glance less business-related, domains such as theater, music, religion, art, welfare and care, and perhaps science. These domains might also be value creators for multiple shared values. Moreover, in a practical sense, this brings about a shift from silo thinking to an alluring modern future perspective.

The scope of application for sports education has been broadened and partially worked out, which means that the most important learning experience takes place in a combination of work and education, which should reinforce each other. A shortened higher vocational education (hbo) module took place within the SEES of Heerenveen and was characterized as successful. Many parties worked together in this case, and education was thus partly a feeder of the SEES. Whether an SEES can play a role in other regional initiatives such as innovation hubs and innovation spaces remains to be researched. It has become clear that education has a role other than its traditional one within an SEES. The "education silo" is thus opened up. Parties with practical experience come forward with their know-how and with their issues, and the possibility that business will partly assume the role of education as an educators of and preparers for practice, as Davis and Botkin (1994) predicted 25 years ago, is one step closer to reality.

In addition to start-up sports entrepreneurs, knowledge enrichment can also be found in the professionalization of existing sports governance, management, and leadership roles and, in specific terms, a starting position as an operational coordinator can offer an implementation perspective. Knowing, creating, and guaranteeing the conditions of an SEES are an example of this. After all, taking care of such a system innovation can be described as typical of the work of a modern sports professional. The knowledge that regional development appears to be a common goal in which each party can pursue its own interests can lead to an increased willingness to be part of an SEES. The guiding principle here is not direct financial gain, but rather a strategic approach that leads to multi-value creation, which can differ from party to party in the short and long term. For the short term, an existing relationship between a business club and an elite sport organization can be deployed on the strategic element, and in the case of start-ups, on the basis of the social element. This kind of know-how allows an SEES to develop. The added value of an SEES is expressed specifically in the social and scope elements, which give an impulse to other elements within the SEES and hence, it appears, to the region concerned. The added value of the adapted DDQ methodology could thus contribute to the decision-making within a sports organization on whether to take the initiative for an SEES and thus estimate whether it is useful to spend time, money, and energy on such an SEES initiative.

The multi-level approach also supports the rule that for every ego, the creation of a world larger than itself is essential for the vitality of the economy, for development opportunities, and for future employment. The fact that the entrepreneur's individual competence merges with the competences at an organizational level allows the company to engage in trade with resource holders and other stakeholders that focuses on commercial, social, and sustainable development. In this way, an enterprise is created and further developed – a process in which in addition to short-term value creation, the created synergy or competences generate multiple values. This means that in an SEES, in addition to leadership, the fulfilment of, for example, the initiator and feeder roles should also be positioned. This accords with contributions to the innovation ecosystem literature that specifically considers partner alignment

stimulators that influence the relationship between governance mechanisms and partner alignment (Cobben and Roijackers, 2019). Ultimately, an ecosystem can display a self-organized capacity, illustrated by an extreme sport. Big wave surfing on a global scale provide an example of a self-organized ecosystem, embracing large numbers of participants with no central organizing body (Deloitte, 2011).

Follow-up research is desirable at various levels – for one, at the instrumental level, such as optimization of the DDQ method and social network analysis, as well as at the strategic level, such as collaboration between ecosystems within a region and, as stated, the possibility of transferring ideas from both sport and entrepreneurship into other domains. This ties in with the notion of searching for “neue Kombinationen” (new combinations), new opportunities, and new innovations – serving, in short, as a starting point whence to combine entrepreneurship and research and thus serve daily practice in addition to science. A further objective is continue breaking through the existing tendency to think in silos. Or, as Einstein (1879-1955) stated, ‘We cannot solve our problems with the same thinking we used when we created them.’

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Product contributions

The process of this research has contributed to the following products:

Articles (Double blind peer-reviewed):

Hattink, B.H., (2018) Sportondernemerschap, een oriëntatie op een nieuw domein, *Vrijetijdstudies* 36 (1), pp.19-32

Wichers, J.B.F., B.H. Hattink (2018) Judo as a supportive tool for business and entrepreneurship, *Journal of Quality in Sport* 4 (2), pp. 74-88

Awards/Degrees:

Accreditation Organization of the Netherlands and Flanders (NVAO), special award for entrepreneurship for the minor Sport Business Innovation, Institute for Sportstudies, Hanze University of Applied Sciences Groningen

VNO NCW, MKB Noord, certificate for entrepreneurial professionals for the bachelor sport studies, Institute for Sportstudies, Hanze University of Applied Sciences Groningen

Several students contributed to parts of this dissertation and graduated successfully with a Bachelor or Master Degree. One student's thesis was awarded with the Hanze Sport Innovation Award.

Books, report contributions

Broeke, A.H., B.H. Hattink (2013) *Basisboek sportmanagement*, Assen: Van Gorcum

Broeke, A.H., G. van Dalfsen, B.H. Hattink, (2013) *A new style sportmanagement professional: management, entrepreneurship and leadership*, Groningen: Hanze University of Applied Sciences

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Hattink, B.H. (2018) *Evaluatierapport Donar start up assist*, Groningen: Donar icw Hanzehogeschool University of Applied Sciences

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Hattink, B.H., Trend Congress Tourism and Leisure, Apeldoorn, April 2018

Hattink, B.H., 3E Conference - ECSB Entrepreneurship Education Conference, Enschede, May 2018

Hattink, B.H., Research Day University of Groningen Centre for Entrepreneurship, Groningen, February 2019

And of course all students and other listeners and readers who are encouraged and stimulated by parts of this information to start an company or doing business (in, with, for and/or through -and even... without- sport)

Summary

Introduction

Sport has been a consuming interest of many people for many years – both active athletes and passive sports fans. Sport is now considered to be a discipline: within the sporting world there are professional associations and interest groups of sports professionals, and sports education is carried out at different levels for a diversity of professional functions. There are scientists who are involved in sport and there are ministers who head up departments of sport. There are also entrepreneurs – people who see opportunities and possibilities in the world of sport to create added value in an innovative way and on the basis of effective business models. So-called sport entrepreneurship is shaped by new initiatives relating to products/services, markets, transactions, and systems in the world of sports. One of these entrepreneurial initiatives is the collaboration between an (elite) sports organization and its business partners that engages start-up companies to create value together.

These initiatives involve individual (entrepreneurial) persons, organizations, groups of organizations, and cooperating (groups of) organizations, often within a regional setting. This research attempts to provide these initiatives with a scientific framework that introduces the concept of a sport entrepreneurial ecosystem (SEES). In the process it becomes clear what an SEES is and what successful principles apply to creating such a system innovation. The framework is meant to contribute to practice with the increasing combination of sport and entrepreneurship through initiatives such as an SEES.

Sport can be considered as a social phenomenon that can create a diversity of values. As far as the entrepreneurial process is concerned, creating value is also a central theme. This research therefore focuses on the entrepreneurial process in the context of the world of sports. It appears that a diversity of values can be created through the combination of sport and the entrepreneurial process. A literature review is undertaken

to investigate what is already known about the combination of sport and entrepreneurship in relation to the concept of sport entrepreneurship.

Next, an investigation is undertaken into how the development to and from an SEES can be located within processes of sport entrepreneurship and what the distinguishing features of such a system are. System characteristics are important, and special focus is placed on the role of sport within an SEES in the pursuit of multi value creation at a number of multi levels: individual/organization, organizational group, and the SEES as a whole.

Finally, a question is how to transfer the acquired knowledge into practice, i.e. educating young, aspiring, entrepreneurial sports professionals to play an important role in creating and maintaining an SEES.

Research approach

Sport and entrepreneurship both have a focus on action processes and are both firmly rooted in everyday practice – a practice characterized by continuous dynamics and a focus on results and values. With regard to the research at hand, this led to opting for an approach where theory and practice come together around complex problems – the engaged scholarship approach.

This approach involves a relevant problem formulation, which is anchored in practice and where those dealing with the problem are also involved in the research. This exploratory study conducts three embedded case studies in which an elite sports organization, in collaboration with its business partners (usually organized in a business club), has taken an initiative that could lead to an SEES in the Dutch regions of Groningen-city, Friesland-Heerenveen, and Gelderland-Achterhoek. Parties actively involved in the research include representatives of the sports organization, representatives of business partners (profit and nonprofit), including local government, (higher) education and starting entrepreneurs/start-ups.

Based on the problem of how to realize a working SEES, the creation, expansion, and justification of a social system theoretical process model is formulated. This conceptual model is followed by empirical research with an abductive and inductive approach. Partly due to the exploratory nature of this study, a wide variety of methods and techniques have been used, with stakeholders providing a great deal of multitude of information. For the case studies, information was collected over a period ranging from six months to a year per case. Quantitative and qualitative research was carried out, use was made of questionnaires, social network analyses, interviews, document analyses, participation, group discussions, and diary analyses on the conditions, entrepreneurial activities, and results of an SEES in development. Specific attention has been given to the kind of values that are created by sport, as a mechanism, within the context of an SEES.

Based on the acquired knowledge, a transfer has been made to a practical stream, which investigates what role a (starting) sports professional can play in the development and realization of an SEES. A design approach was used for this. A number of design criteria were formulated with the help of practical professionals for the realization of a learning arrangement for (starting) sports professionals that contribute to the development and realization of an SEES.

Findings

Sport entrepreneurship appears to be in its infancy in academic literature. A variety of research themes have been identified in the literature review relating to sport entrepreneurship. The entrepreneurial process is dealt with by most articles. Sport is linked to this process in various ways, which are categorized in a manner not previously encountered. The following categories are distinguished: i) entrepreneurship in sport, with active sport as a leading activity in the supply of products or services, ii) entrepreneurship with sport, where sport is a supporting element in the supply of products and services, iii) entrepreneurship for sport, where sport is facilitated or optimized as an objective, and finally iv) entrepreneurship through sport, where sport acts as a catalyst to support and make activities of entrepreneurs possible.

Initiatives leading to an SEES can be classified under the latter category. An SEES is regarded as a self-maintaining and evolving system (innovation) of cooperation of interconnected entrepreneurial actors, entrepreneurial organizations, and other helix institutes with a sports organization as a basis that formally and informally coalesces to connect, mediate and govern the performance of the individuals and groups within the SEES and the SEES itself. This occurs within a local/regional entrepreneurial environment, in which multi (shared) values are created through sport in favour of the cooperating stakeholders in multiple relations at multiple levels (the individual organization, the SEES, and its local region). The system seen as an innovation has an incremental character, because it stems from the existing context between an elite sport organization and business partners, usually organized in a business club.

The research approach yielded a large amount of information, most of which was self-reinforcing. The sports organization, acting as a basis for an SEES must ensure that certain conditions are met, such as a stable and sound administration/ management that has and maintains relationships with the various helix systems in the region and is open to an impulse towards regional development. Regional development appears to be an important driver for business partners to support an SEES. Start-ups focus on expanding their networks. All these starting points serve and can lead to participation in an SEES and multi value creation for those involved.

Once the initiative has been started by the sports organization, an important role is assigned to the so-called operational coordinator who, on behalf of the sports organization, gives practical shape to the initiative, preferably together with a guiding group consisting of representatives of sports organizations, business partners, and start-ups. One of the most important tasks is to initiate and organize entrepreneurial activities. These activities usually take place before, during, and/or after the end of elite sports match, but can also be organized separately from such events.

Creative and interactive working formats are important for these activities, where sport is assigned a number of explicit roles or functions. The role of sport appears to be

particularly important to ensure an experience through which contact is easily created (the experience function). This also applies to the identification function, in which those involved can easily identify themselves with and feel connected to athletes, a team, and/or a specific sports setting. Sport also has a metaphor function. As a metaphor, sport provides clarification of certain situations, ideas, approaches, or knowledge through which some gain an understanding or insight into the interpretations of others. Finally, it appears that sport can create trust among those involved (SME-business partners and start ups) and the relationships of those involved with other organizations outside the SEES, since SEES partners become trusted because they are suppliers or partners of an (regional well known) elite sports organization, i.e. the reference function.

Based on indicators, explicated within the conditions, activities and results, it is possible to estimate whether the SEES being created is likely to survive and can create lasting multiple values. To date, there is only one case that can be said to function as a fully-fledged SEES. Apparently it is not an easy thing to realize an SEES. In order to further professionalize the world of sports, investigations were also undertaken into how a (starting) sport professional who wants to work as an operational coordinator can best be prepared by a learning arrangement. This design is based on existing educational formats for sports professionals and consists of a learning and development line, in which cooperation with practice can be worked from a situation of entrepreneurial orientation or mindset (stand-up) to start-up, where complexity will increase due to the involvement of several people, organizations, and interests. This constitutes a prelude to working in and with an SEES.

Implications

Categorizing the combination of sport and the entrepreneurial process assists in providing an overview of the number of approaches. It also clearly defines the focus of this research on entrepreneurship through sport.

The approach advocated within engaged scholarship leads to theoretical and practical implications based on the findings of this research. The theory of entrepreneurial

ecosystems is enriched with knowledge from a unique micro perspective and new domain: sport. Bringing together different (science) disciplines, the social system theory (instrumentally) is adjusted and made more concrete within the combination of sport and entrepreneurship.

A concrete interpretation is given to the shift 'from ego to eco', whose objective is to set a context of reducing self-interest and goals when thinking and acting in silos towards a coherent whole of individuals and organizations, each of which is able to go its own way but in a joint balance, which ensures the continued existence of a desired context (development). This approach emerges in the research relating to the sports organization, business partners, start-ups and other helix parties within and around a functioning SEES. A transfer from ego to eco can also be made for example within sciences (or any other domain), with the combination and enrichment of various science disciplines and the sustained and tight relationship between theory and practice.

By relating a mix of theories to each other, a multidisciplinary approach is guaranteed, and an SEES is both placed in a broader perspective and clearly defined. A more systematic understanding of the actors involved in an incremental system innovation such as an SEES is achieved through the concrete approach of three case studies in practice. However, each case study follows a different route and has a different result in the realization of an SEES and the realization of value creation. Moreover, certain similarities have been identified between the various case studies, which makes more general statements possible. Knowledge-intensive entrepreneurship is therefore introduced within the domain of sport entrepreneurship.

In specific terms, role/function descriptions of sport have emerged in the value creating process. It is important for sports professionals to know these roles/functions of sport in a described context in order to make good use of them in the near future to contribute to multiple values with sport as a value creator. The knowledge gathered in this research can form concrete learning content for a learning arrangement as

designed. The degree of conciseness with which this part of the research is presented must make it possible for such a learning arrangement to be implemented in the near future.

The unique combination of sport and entrepreneurship, knowledge, and possible learning arrangements should challenge sports professionals in the near future to lift the domain of sport entrepreneurship in all its facets to a higher level in theory and especially in practice. The concept of knowledge-intensive education is thus also given shape in relation to the sport entrepreneurship domain.

Sport organizations can themselves take the initiative to work on an SEES and thereby play a major role in regional development. If the various business partners and start-up organizations play an active role in this respect, such an initiative will not merely be a flash in the pan or a stand-alone (sports) project(s), but will rather have a real (multi valued) impact in the region and ensure continuity, as would be expected of a regular ecosystem.

Samenvatting

Introductie

Sport staat al sinds jaar en dag in de belangstelling van velen. Het gaat hierbij zowel om actieve sporters als om passieve sportliefhebbers. Sport wordt inmiddels als een vakdomein beschouwd: zo zijn er beroepsverenigingen en belangengroepen van sportprofessionals, sportopleidingen op verschillende niveaus die opleiden voor een diversiteit aan functies binnen de sportwereld, zijn er wetenschappers die zich bezighouden met sport en zijn er ministers die een sportportefeuille onder zich hebben. Dit domein wordt ook betreden door ondernemers; mensen die kansen en mogelijkheden zien in de sportwereld om innovatief, met effectieve businessmodellen toegevoegde waarde te creëren. Het zogenaamde sportondernemerschap krijgt vorm door nieuwe initiatieven rondom producten/diensten, markten, transacties en systemen in de sportwereld. Eén van die ondernemende initiatieven is de samenwerking tussen een (top)sportorganisatie en haar business partners die zich inlaat met start up bedrijven om in gezamenlijkheid waarde te creëren.

Bij dergelijke initiatieven gaat het om individuele (ondernemende) personen, organisaties, groepen van organisaties en samenwerkende (groepen van) organisaties veelal binnen een regionale setting. In dit onderzoek wordt getracht deze initiatieven te voorzien van een wetenschappelijk kader waarbij het begrip sport entrepreneurial ecosysteem (SEES) wordt geïntroduceerd. Door te kaderen wordt duidelijk wat een SEES is en welke succesvolle principes gelden voor het creëren van een dergelijke systeeminnovatie. Het kader staat daarmee ten dienste van de praktijk om de combinatie van sport en ondernemerschap middels initiatieven als een SEES op een hoger plan te brengen.

Sport kan beschouwd worden als een sociaal fenomeen dat een diversiteit aan waarden kan creëren. Ook ten aanzien van ondernemerschap is het creëren van waarde een centraal thema, met name wanneer gekeken wordt naar het ondernemende proces. In het onderzoek is daarom een focus aangebracht op het

ondernemende proces in de context van de sportwereld. Het blijkt dat er een diversiteit van waarden gecreëerd kan worden met de combinatie van enerzijds sport en anderzijds het ondernemende proces. Middels een eerste literatuurstudie is achterhaald wat er al bekend is in de academische literatuur over de combinatie sport en ondernemerschap, vervat in het begrip sportondernemerschap. Vervolgens is onderzocht op welke wijze de ontwikkeling van en naar een SEES binnen processen van sportondernemerschap geplaatst kan worden en wat het onderscheidende is ten aanzien van een dergelijke systeem. Hierbij zijn systeemkenmerken van belang en specifiek wordt achterhaald wat de rol van sport is binnen een SEES in het streven naar meervoudige waarde creatie op multi level niveau: individu/organisatie, organisatiegroep en SEES als geheel. Tenslotte staat de vraag centraal op welke wijze een vertaalslag kan worden gemaakt van de opgedane know how naar de praktijk, waarin jonge aankomende ondernemende sportprofessionals worden opgeleid om een belangrijke rol te vervullen in het creëren en in stand houden van een SEES

Onderzoeksaanpak

Sport en ondernemerschap hebben beiden een focus op handelingsprocessen en zijn beiden stevig geworteld in de praktijk van alle dag. Een praktijk die zich kenmerkt door continue dynamiek en een focus op resultaten en waarden. Voor het onderzoek heeft dat ertoe geleid te kiezen voor een aanpak waar theorie en praktijk bij elkaar komen rondom complexe problemen: engaged scholarship.

Binnen deze benadering gaat het om een relevante probleemformulering, die is verankerd in de praktijk en waar degenen die te maken hebben met het probleem ook betrokken zijn bij het onderzoek. In deze explorerende studie is er voor gekozen dat te realiseren middel drie uitgebreide case-studies waarin een topsportorganisatie in samenwerking met haar business partners (veelal georganiseerd in een business club) een initiatief hebben genomen dat zou kunnen leiden tot een SEES in respectievelijk de regio's van Groningen-stad, Friesland-Heerenveen en Gelderland-Achterhoek. Betrokkenheid bij het onderzoek is hierbij geborgd door deelname van

vertegenwoordigers van de sportorganisatie, vertegenwoordigers van business partners (profit en non-profit) inclusief lokale overheid en hoger onderwijs en startende ondernemers/start-ups.

Op basis van het probleem, komen tot een werkende SEES, heeft creatie, uitbreiding en rechtvaardiging van een sociaal systeem theoretisch procesmodel plaats gevonden. Dit conceptuele model is vervolgd met een empirisch onderzoek met abductieve en inductieve benaderingen. Mede van wege het explorerende karakter is een grote diversiteit van methoden en technieken gebruikt, waarbij betrokkenen een veelheid aan informatie verschaffen. In de cases is, elk gedurende een tijdperiode van een half tot een jaar, middels kwantitatief en kwalitatief onderzoek, met respectievelijk vragenlijsten, sociale netwerkanalyses, interviews, documentanalyses, participatie, groeps gesprekken en diary analyses informatie verzameld over de condities, ondernemende activiteiten en resultaten van een SEES in ontwikkeling. Specifieke aandacht is geschonken aan de rol van sport als mechanisme binnen een SEES context en welke waardencreatie daarmee is gemoeid.

Op basis van de verkregen kennis is een vertaalslag gemaakt naar een praktijkstroom, waarin is onderzocht welke rol een (aankomend) sportprofessional kan spelen bij de ontwikkeling en realisatie van een SEES. Hierbij is gewerkt met een ontwerpaanpak. Zo zijn een aantal ontwerpcriteria geformuleerd met behulp van praktijkprofessionals voor de realisatie van een leerarrangement voor dergelijke sportprofessionals (in opleiding) die bijdragen aan de ontwikkeling en realisatie van een SEES. Zodat met toepassing van de verkregen kennis impact kan worden gerealiseerd in de diverse sportpraktijken.

Resultaten

Sportondernemerschap blijkt in de academische literatuur nog in de kinderschoenen te staan. In het literatuuronderzoek is een diversiteit van onderzoeksthema's gevonden dat betrekking heeft op sportondernemerschap. De meest voorkomende invalshoek bleek het ondernemende proces te zijn in de sportwereld. Om een nadere

categorisering daarin aan te brengen zijn de volgende categorieën onderscheiden: i) ondernemerschap in de sport, waarbij sport als leidende activiteit in het aanbod van producten of diensten geldt, ii) ondernemerschap met de sport, waarbij sport als ondersteunend element dient in een aanbod van producten en diensten, iii) ondernemerschap voor de sport, waarbij sport als uiteindelijk te realiseren doel wordt gefaciliteerd of geoptimaliseerd en tenslotte iv) ondernemerschap door sport, waarbij de sport als katalysator ondernemende activiteiten mogelijk maakt of ondersteunt. Initiatieven leidend tot een SEES kunnen onder die laatste categorie worden geschaard. Een SEES wordt gezien als: een zichzelf onderhoudende systeeminnovatie met sport als een waardecreator van in een samenwerking verbonden ondernemende individuen van sport- en businessorganisaties en andere quadruple-helix organisaties dat leidt tot de verdere ontwikkeling van ondernemerschap. Het systeem, met een (top)sportorganisatie als 'basis', gaat formeel en informeel relaties aan, intermedieert en zorgt voor waarborging van prestaties van individuen en groepen binnen de SEES en van de SEES zelf binnen een regionale ondernemende omgeving. Deze prestaties leiden tot de creatie van- en zijn meervoudige (gedeelde) waarden door het gebruik van sport ten behoeve van de betrokken deelnemers in een diversiteit van relaties op verschillend niveau (multi level). De systeeminnovatie heeft hierbij een incrementeel karakter, omdat zij voortkomt uit bestaande context tussen een (top)sportorganisatie en businesspartners, als dan niet georganiseerd in een businessclub.

De onderzoeksaanpak leverde een veelheid van informatie op die elkaar versterkt. De sportorganisatie als basis dient te voldoen aan condities, zoals een stabiel en degelijk bestuur/management, dat relaties heeft en onderhoudt met de diverse helixsystemen in de regio en open staat voor een impuls aan de regionale ontwikkeling. Regionale ontwikkeling blijkt ook voor business partners een belangrijke drijfveer om een SEES in ontwikkeling te steunen. Start ups hebben de focus op uitbreiding van hun netwerk. Al deze aangrijpingspunten dienen en kunnen leiden tot deelname aan een SEES en een meervoudige waardencreatie voor alle betrokkenen. Een belangrijke rol na het initiatief door de sportorganisatie wordt toebedeeld aan een zgn. operational

coördinator die namens de sportorganisatie het initiatief praktisch vormgeeft bij voorkeur in groepsverband met een gidinggroup waarin vertegenwoordigers van sportorganisatie, businesspartners en start ups zitting hebben. Een van de belangrijkste taken is het initiëren en organiseren van ondernemende activiteiten. Veelal vinden die activiteiten plaats voor, tijdens en na afloop van topsportwedstrijden, maar kunnen ook los van dergelijke evenementen georganiseerd worden.

Bij de activiteiten zijn creatieve interactieve werkvormen van belang, waar de sport een aantal expliciete rollen of functies wordt toebedeeld. De rol van sport blijkt met name van belang om te zorgen voor een ervaringsbelevens waardoor makkelijk contact ontstaat (de experience functie). Dat geldt ook voor een identificatie functie, waarbij betrokkenen zich makkelijk identificeren en verbonden voelen met sporters of een bepaalde sportsetting. Sport kent voorts een metafoorfunctie. Sport zorgt als metafoor ook voor het verduidelijken van bepaalde situaties, ideeën, aanpakken of gevoelens waardoor anderen begrip of inzicht krijgen in duidingen van anderen. En tenslotte blijkt de sport vertrouwen te kunnen geven aan betrokkenen en relaties van betrokkenen omdat men leverancier of partner is van een topsportorganisatie, de referentie functie.

Op basis van een aantal indicatoren is in te schatten of de SEES in oprichting een kans heeft om voort te bestaan en blijvende meervoudige waarden kan creëren. Tot op heden kan maar van één case gezegd worden dat zij functioneert als volwaardig SEES. Blijkbaar is het niet zo eenvoudig om een SEES te realiseren. Ten behoeve van de verdere professionalisering van de sportwereld is ook onderzocht op welke wijze een sportprofessional die wil gaan werken als operationeel coördinator het beste voorbereid kan worden door een leerarrangement. Dit ontwerp is gebaseerd op bestaande opleidingen voor sportprofessionals en bestaat uit een opleidingsontwikkelingslijn, waarbij in samenwerking met praktijk kan worden toegewerkt van een situatie van ondernemende houding (stand up), naar start up waarbij de complexiteit toe gaat nemen door een betrokkenheid van meerdere

mensen, organisaties en belangen. Dit als opmaat voor het werken in en met een SEES.

Implicaties

Door een categorisering aan te brengen in de combinatie sport en het ondernemerschapsproces wordt bijgedragen aan een overzicht in de hoeveelheid van benaderingen. Hiermee is ook de focus van dit onderzoek met betrekking tot ondernemerschap door sport eenduidiger weergegeven.

De aanpak zoals voorgestaan wordt binnen engaged scholarship leidt op basis van de ervaringen in dit onderzoek tot theoretische en praktische implicaties. De theorie over ondernemende ecosystemen wordt door kennis vanuit een uniek micro perspectief verrijkt met een procesmodel. Door het bij elkaar brengen van verschillende wetenschapsdisciplines wordt de sociale systeemtheorie (instrumenteel) verrijkt en geconcretiseerd binnen de combinatie van sport en ondernemerschap.

Een concrete invulling wordt gegeven aan de benadering “van ego naar eco”, waarbij gestreefd wordt naar het minder ongeachte de context vooropstellen van eigen belang en doelen en daarbij denken en doen in silo’s naar een coherent samenhangend geheel van individuen en organisaties, die elk hun eigen weg kunnen gaan maar wel in een gezamenlijke balans, dat zorgt voor een blijvend bestaan van een gewenste context(ontwikkeling). Deze benadering komt in het onderzoek naar voren bij de sportorganisatie, businesspartners, start ups en andere helix partijen binnen en rondom een SEES. Een vertaalslag van de van ego naar eco shift is ook te maken voor de wetenschapsbeoefening met de combinatie en verrijking van diverse wetenschapsdisciplines en uiteraard de continue relatie tussen theorie en praktijk. Door het aan elkaar relateren van een mix van theorieën wordt een multidisciplinaire insteek geborgd en wordt een sport entrepreneurial ecosysteem (SEES) in een breder perspectief geplaatst en anderzijds ook duidelijk begrensd. Een meer systematisch begrip van de (f)actoren van belang bij een incrementele systeeminnovatie als een SEES, wordt veroorzaakt door de concrete benadering van drie cases in de praktijk.

Elke case kent een ander verloop en ook een ander resultaat in enerzijds de realisatie van een SEES en de daarmee samenhangende waarde creatie anderzijds zijn er overeenkomsten gevonden in de cases die meer algemene uitspraken mogelijk maken. Kennisintensief ondernemerschap wordt hiermee binnen het domein van sportondernemerschap vorm gegeven.

Specifiek zijn er rolduidingen van de sport naar voren gekomen in het waarde creërende proces. Voor sportprofessionals is het belangrijk deze functies van sport in een beschreven context te kennen om daar in de nabije toekomst goed gebruik van te maken om zo bij te dragen aan meervoudige waarden met sport als waardecreator. De kennis vergaard in dit onderzoek kan concrete leerinhoud vormen voor een leerarrangement zoals in hoofdlijnen is ontworpen. Met de mate van concreetheid van dit gedeelte van het onderzoek moet het mogelijk zijn een dergelijk leerarrangement binnen afzienbare tijd te effectueren.

De unieke combinatie van sport en ondernemerschap, de kennis en mogelijke leerarrangementen moeten de sportprofessionals van de nabije toekomst uitdagen het domein sportondernemerschap in al zijn facetten naar een hoger plan te tillen in theorie maar vooral in de praktijk. Het begrip kennis intensieve educatie wordt hiermee ook vorm gegeven gerelateerd aan het domein sportondernemerschap. Sportorganisaties kunnen zelf het initiatief nemen om te werken aan een SEES en daarmee een grote(re) acceptatie en rol in de regionale ontwikkeling te spelen. Een actieve rol van de diverse businesspartners en start up organisaties hierbij maakt dat dergelijke initiatieven ook niet als los zand of eenmalige (sport)projectjes gaan functioneren, maar zorg dragen voor daadwerkelijke impact in de regio met een bestendigheid die zorgt voor continuïteit zoals van een regulier ecosysteem verwacht mag worden.

Curriculum Vitae

Ben Hattink studeerde in 1991 af aan de Academie Lichamelijke Opvoeding te Groningen. Tijdens zijn doctoraalstudie, onderwijskunde met als specialisaties bedrijfsopleidingen en opleidingsbeleid, was hij leerkracht lichamelijke opvoeding aan een scholengemeenschap voor mavo, havo en vwo. Na afronding van de studie onderwijskunde (1993) trad hij als parttime docent sportmanagement in dienst van de Academie Lichamelijke Opvoeding Groningen. Tegelijkertijd verleende hij vanuit een eigen bedrijf opleidings- en onderzoeksdiensten aan een diversiteit van sportorganisaties (waaronder het Internationaal Olympisch Comité, de sportkoepel NOC*NSF, de Koninklijke Nederlandse Wielren Unie en de Achmea Health Centers) en verschillende gemeentelijke en zakelijke organisaties.

In 1998 vervolgde hij zijn carrière bij de ABNAMRO Bank N.V. Daar vervulde hij ten dienste van opleidingsafdeling op Nederlands en Europees niveau de functies van projectleider en teamleider, vervolgde zijn carrière als project en reorganisatie-manager in het Nederlandse bedrijf en werd daarna hoofd van de stafafdelingen recruitment, opleidingen en administratief beheer van het concern Direct Channels.

In 2011 verliet hij ABNAMRO om parttime terug te kunnen keren naar het hoger (sport)onderwijs. In datzelfde jaar rondde hij zijn masterstudie bedrijfseconomie af. Naast zijn activiteiten in het onderwijs richtte hij zich vanaf die tijd op zakelijke dienstverlening op onderwijskundig, bedrijfseconomisch en bedrijfskundig gebied aan een diversiteit van organisaties. In de loop der tijd zijn er diverse boeken en artikelen van zijn hand verschenen. Tot op de dag van vandaag is hij parttime werkzaam voor het Instituut voor Sportstudies van de Hanzehogeschool Groningen, de instelling die mede aan de basis stond van het voorliggende promotieonderzoek.

Appendix 1

Decision Determinant Questionnaire (DDQ) in Dutch (Bijl and Van den Bogaart, 1992)

Vragenlijst bereidheid tot samenwerken topsportorganisatie, business club en start up

datum van invullen vragenlijst:

organisatiennaam:

naam en functie:

vestigingsplaats:

aantal jaren werkzaam binnen de organisatie:

eventueel werkzaam bij een andere partij (organisatiennaam):

Achter elke uitspraak staan de getallen 1 t/m 7. Door een van de getallen te omcirkelen of te kleuren

kunt u aangeven in hoeverre u het met de betreffende uitspraak eens bent.

Ook kunt kiezen voor nvt (niet van toepassing)

	geheel oneens							geheel eens			
1	Onze organisatie heeft voldoende financiële middelen om een dergelijke samenwerking goed aan te gaan										nvt
2	De medewerkers van onze organisatie hebben voldoende vaardigheden om een evt. samenwerking uit te voeren										nvt
3	In onze organisatie zijn de juiste communicatievoorwaarden (bijv. overlegstructuur) aanwezig voor het uitvoeren van de (evt.) samenwerking										nvt
4	Er kan voor de medewerkers voldoende tijd vrijgemaakt worden om de (evt.) samenwerking verantwoord uit te voeren										nvt
5	De (evt.) samenwerking betekent dat de processen sterk gaan afwijken van de manier waarop onze organisatie normaal werkt										nvt
6	De (evt.) samenwerking past binnen het aanbod van onze organisatie										nvt
7	De filosofie van de andere partij(en) is goed verenigbaar met de filosofie van onze organisatie										nvt
8	Onze organisatie kent naar verwachting een sterke betrokkenheid bij de (evt.) samenwerking met de andere partij(en)										nvt
9	Het is niet duidelijk met welk doel de (evt) samenwerking kan worden aangegaan										nvt
10	De medewerkers van onze organisatie worden betrokken bij de beslissing om de (evt.) samenwerking aan te gaan										nvt
11	De leiding van onze organisatie hecht grote waarde aan de (evt) samenwerking										nvt
12	De medewerkers van onze organisatie zullen begrijpen dat de invoering van een (evt) samenwerking veranderingen met zich mee brengt										nvt
13	In onze organisatie bestaat het voornemen om de effectiviteit van de samenwerking zelf te evalueren										nvt
14	De procedures die nodig zijn voor het invoeren van de (evt) samenwerking zijn overzichtelijk voor onze organisatie										nvt

15 Onze organisatie verwacht dat de informatie over de evt. samenwerking binnen onze organisatie moeilijk is te verkrijgen	1	2	3	4	5	6	7	nvt
16 Onze organisatie heeft naar verwachting voldoende kennis om een (evt) samenwerking uit te voeren	1	2	3	4	5	6	7	nvt
17 De invoering van een samenwerking wordt waarschijnlijk beïnvloed door onvoorziene omstandigheden	1	2	3	4	5	6	7	nvt
18 De samenstelling van de leiding en/of staf van onze organisatie is het afgelopen jaar veranderd	1	2	3	4	5	6	7	nvt
19 In onze organisatie houdt men o.h.a. vast aan bestaande methodes, waardoor de evt samenwerking moeilijk kan gaan verlopen	1	2	3	4	5	6	7	nvt
20 De invoering van een evt. samenwerking valt waarschijnlijk samen met een wijziging in de doelstelling van onze organisatie	1	2	3	4	5	6	7	nvt
21 De invoering van een evt samenwerking valt samen met - of betekent een reorganisatie in onze organisatie	1	2	3	4	5	6	7	nvt
22 De samenwerking op dit moment introduceren is een verkeerd moment	1	2	3	4	5	6	7	nvt
23 het vaststellen van de doelgroep voor de samenwerking gebeurt waarschijnlijk voordat de samenwerking wordt ingevoerd	1	2	3	4	5	6	7	nvt
24 Onze organisatie zou zonder moeite terug kunnen vallen op de bestaande situatie in het geval de evt. samenwerking niet het verwachte oplevert	1	2	3	4	5	6	7	nvt
25 Onze organisatie kan een evt samenwerking op elk willekeurig tijdstip uitvoeren	1	2	3	4	5	6	7	nvt
26 De samenwerking kan waarschijnlijk worden uitgevoerd zonder dat dit ingrijpende veranderingen binnen onze organisatie vergt	1	2	3	4	5	6	7	nvt
27 De evt. samenwerking voldoet aan een behoefte binnen onze organisatie*	1	2	3	4	5	6	7	nvt
28 De samenwerking speelt in op één van de binnen onze organisatie vastgestelde prioriteiten*	1	2	3	4	5	6	7	nvt
29 De evt. samenwerking sluit niet goed aan bij de behoefte van onze doelgroep*	1	2	3	4	5	6	7	nvt
30 Onder de medewerkers bestaat waarschijnlijk weerstand tegen het invoeren van een dergelijke evt. samenwerking	1	2	3	4	5	6	7	nvt
31 Onze organisatie verwacht dat het invoeren van een evt. samenwerking negatieve gevolgen heeft	1	2	3	4	5	6	7	nvt
32 De medewerkers van onze organisatie staan waarschijnlijk wantrouwend tegenover de redenen voor het invoeren van de evt. samenwerking	1	2	3	4	5	6	7	nvt
33 De werkverhoudingen binnen onze organisatie worden door de invoering van de evt. samenwerking waarschijnlijk verslechterd	1	2	3	4	5	6	7	nvt
34 Ten tijde van de invoering van de evt. samenwerking zijn waarschijnlijk de medewerkers van onze organisatie niet gemotiveerd voor de samenwerking	1	2	3	4	5	6	7	nvt

35	Onze organisatie maakt zich zorgen over dat het aanzien van ons werk ten gevolge van de invoering van de evt. samenwerking vermindert	1	2	3	4	5	6	7	nvt
36	Onze organisatie verwacht dat door de invoering van de evt. samenwerking het verloop onder de medewerkers toeneemt	1	2	3	4	5	6	7	nvt
37	Onze organisatie verwacht dat ons aanbod zal verbeteren door de invoering van de evt. samenwerking	1	2	3	4	5	6	7	nvt
38	Onze organisatie is van mening dat de samenwerking de tijd en moeite waard is, die nodig zijn om de samenwerking in te voeren	1	2	3	4	5	6	7	nvt
39	Onze organisatie hecht groot belang aan de voordelen die de evt. samenwerking voor onze organisatie zal opleveren*	1	2	3	4	5	6	7	nvt
40	Onze organisatie verwacht dat het invoeren van de evt. Samenwerking zal leiden tot betere werkresultaten*	1	2	3	4	5	6	7	nvt
41	Onze organisatie hoopt dat een succesvolle invoering van de evt. samenwerking ons zal helpen doelstellingen van onze organisatie te bereiken*	1	2	3	4	5	6	7	nvt

vraag 27 welke behoefte?

vraag 28 welke prioriteit?

vraag 29 welke behoefte van welke doelgroep?

vraag 39 welke voordelen?

vraag 40 welke werkresultaten?

vraag 41 welke doelstellingen?

Appendix 2 Decision Determinant Questionnaire (DDQ)/AVICTORY related to the 4S model

AVICTORY component	4S element on beforehand	Questions	Questions deleted	4S element after analysis
Ability	Scale	1, 2, 3, 4	1	Scale
Value	Skills	5, 6, 7, 8, 9, 10, 11	5	Skills
Idea	Skills	12, 13, 14, 15, 16		Skills
Circumstances	Scope	17, 18, 19, 20, 21	18	Scale
Timing	Scope	22, 23, 24, 25, 26	23	Scale
Obligation	Scope	27, 28, 29	29	Scope
Resistance	Skills	30,31,32,33,34,35,36		Scale
Yield	Scale	37, 38, 39, 40, 41		Scope

Appendix 3

QUICK REFERENCE CARD Diary study/Interviews/Events

Conditions (4S):

Social/network position and characteristics

*Contact frequency, length contact and intimacy
5 keypersons*

Scope/strategy

*Reputation and timing
Aims/objectives/goals/performance indicator*

Skills/cultural

*Values
Education/knowledge*

Scale/finance

*Budget/turnover
Exploitation result/profit*

Mechanism, use of sport:

*Identification (social)
Development (skills)*

*Inspiration (scope)
Economical (scale)*

Outcome:

Individual organization:

SEES:

- Transactions (turnover/profit) (scale) indexes) (skills)
- Amount of SEES budget (scale) rankings/indexes) (skills)
- Knowledge (new initiatives) (skills)
- Ideas (new initiatives) (skills)
- Changes of business (scope)
- Attractiveness/media (scope)
- Changes in conditions (4S) SEES related (scale)
- Quantity (amount business partners in quality)
- Quantity (amount startups in quality)
- Creation of new (joined) initiatives (scope)
- Attractiveness (amount start up) (social)
- Involvement sportathletes (social)
- Involvement other systems (social)
- Turnover/budet elite sportorganization,
- Changes in conditions (4S)

Appendix 4

Bridging ties, network inventory (McEvily and Zaheer, 1999)

Please write the initials of the five most important people (known from the project) not employed by your own company that you rely on for advice about managing your business.

Now using the Table provided; indicate if these people know each other. If so, circle yes.

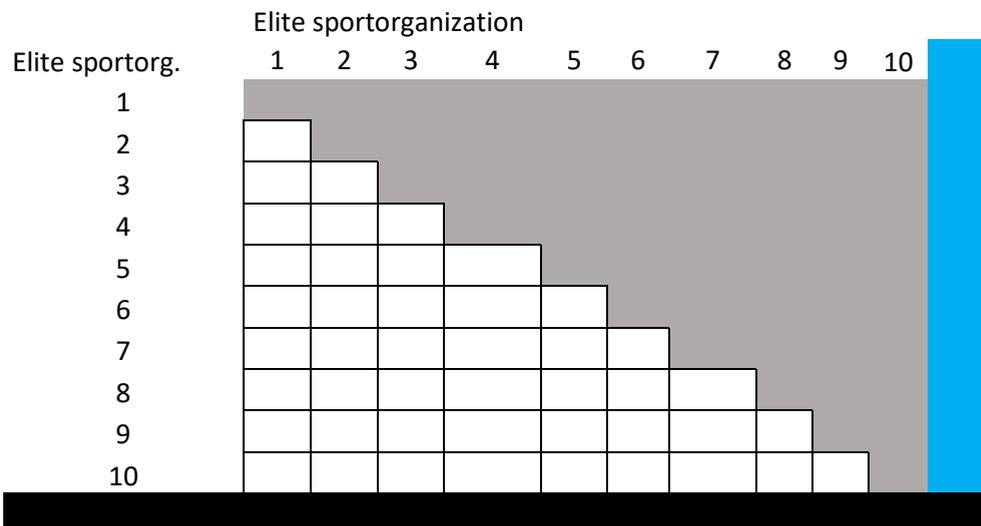
	1	2	3	4	5			
1								
2						yes/no		
3						yes/no	yes/no	
4						yes/no	yes/no	yes/no
5						yes/no	yes/no	yes/no

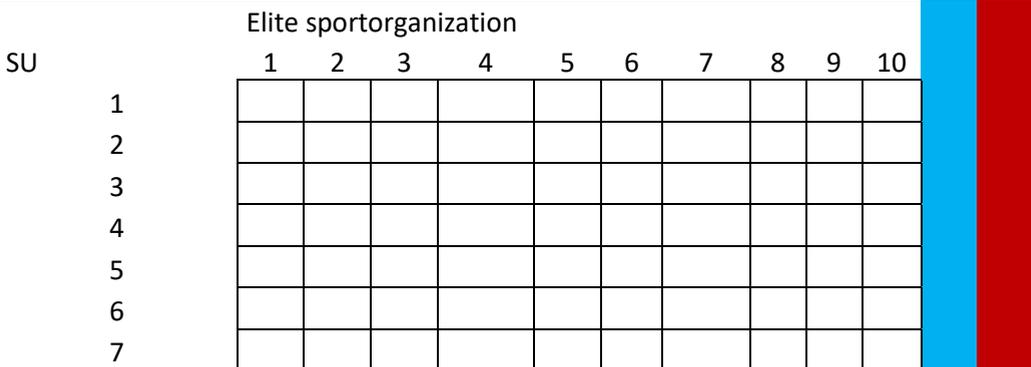
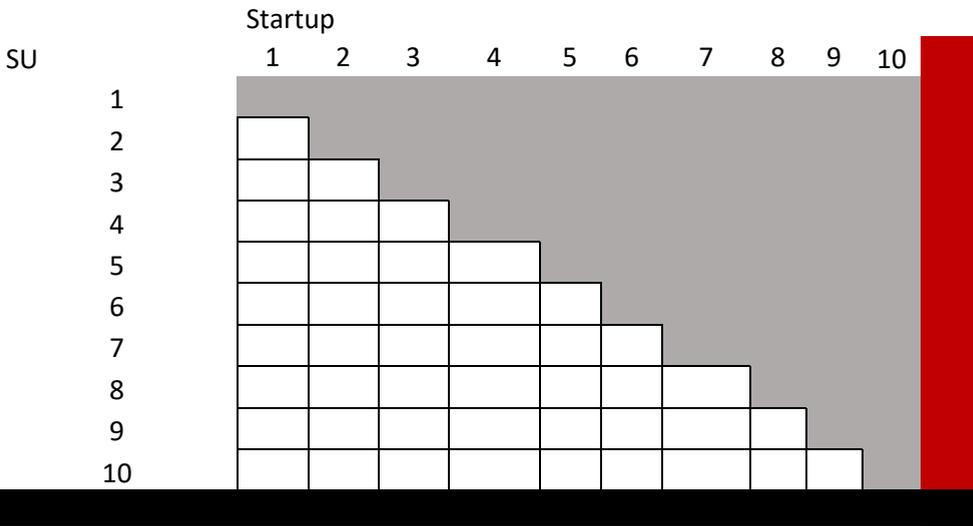
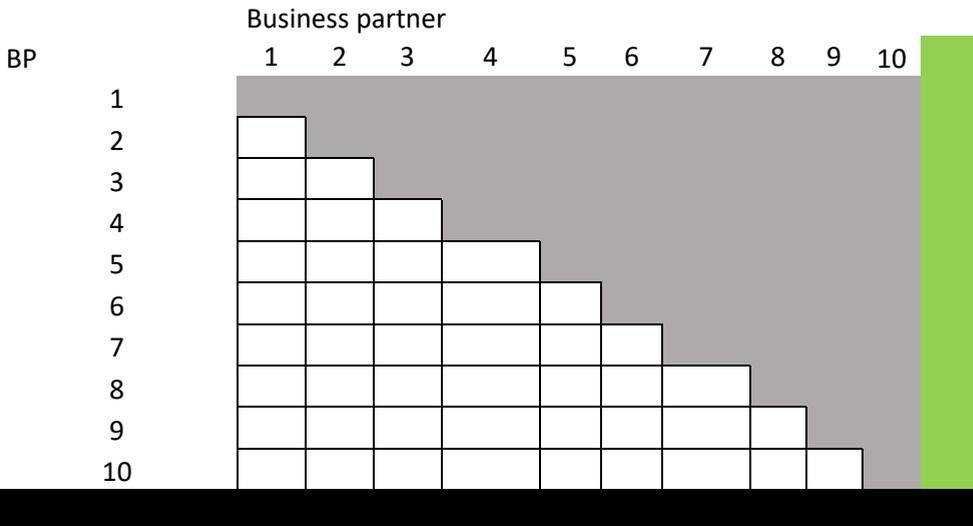
Appendix 5

Network ties (Granovetter, 1973)

<u>Duration</u>	score	<u>Frequency</u>	score	<u>Intimacy</u>	score
		Once per			
till 4 weeks	1	6 months/less	2	poor	2
4-8	2	3 months	4	moderate	4
8-12	3	2 months	6	average	6
12-16	4	1 month	8	good	8
16-20	5	week	10	excellent	10
20-24	6				
24-28	7				
28-32	8				
32-36	9				
above 36	10				

Tot. points = scores duration+frequency+intimacy

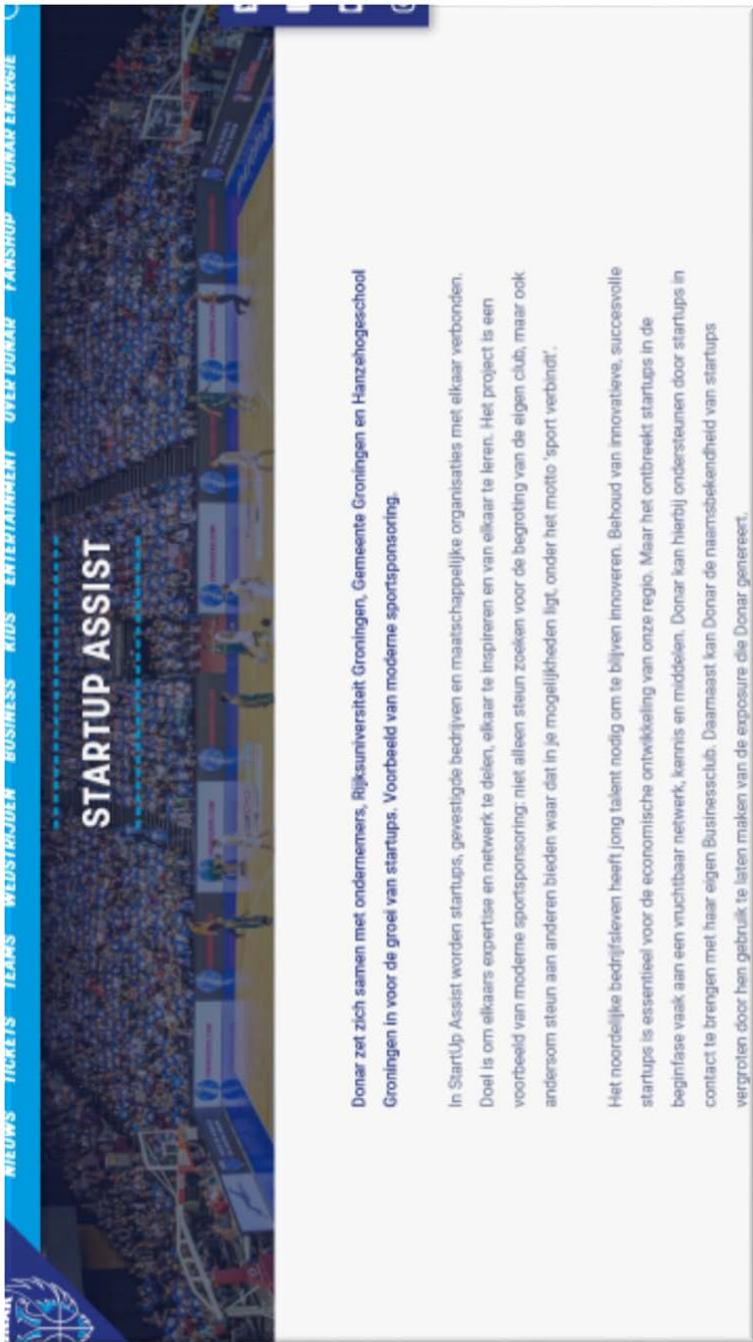




8												
9												
10												

		Elite sportorganization											
BP		1	2	3	4	5	6	7	8	9	10		
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													

		Startup											
BP		1	2	3	4	5	6	7	8	9	10		
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													



Donar zet zich samen met ondernemers, Rijksuniversiteit Groningen, Gemeente Groningen en Hanze Hogeschool Groningen in voor de groei van startups. Voorbeeld van moderne sportsponsoring.

In StartUp Assist worden startups, gevestigde bedrijven en maatschappelijke organisaties met elkaar verbonden. Doel is om elkaars expertise en netwerk te delen, elkaar te inspireren en van elkaar te leren. Het project is een voorbeeld van moderne sportsponsoring: niet alleen steun zoeken voor de begroting van de eigen club, maar ook andersom steun aan anderen bieden waar dat in je mogelijkheden ligt, onder het motto 'sport verbindt'.

Het noordelijke bedrijfsleven heeft jong talent nodig om te blijven innoveren. Behoud van innovatieve, succesvolle startups is essentieel voor de economische ontwikkeling van onze regio. Maar het ontbreekt startups in de beginfase vaak aan een vruchtbaar netwerk, kennis en middelen. Donar kan hierbij ondersteunen door startups in contact te brengen met haar eigen Businessclub. Daarnaast kan Donar de naamsbekendheid van startups vergroten door hen gebruik te laten maken van de exposure die Donar genereert.

Welkom Feanfan

Nieuws Club Voetbal Ticketing Fanstore Businessclub Kidsclub Maatschappelijk Fanzone .TV

Jé bont! Itier: Hoopje

Recente nieuws

- 23 augustus
sc Heerenveen verwelkomt Anders Dreyer
- 23 augustus
Kom alvast in de stemming op het supportersplein
- 23 augustus
Schoor zaterdag jouw gratis EEN MET HEERENVEEN-sjaal
- 23 augustus
Vrouwen openen seizoen thuis tegen PSY
- 22 augustus
Spelers G-ham ondertekenen contract

Meer nieuws

sc Heerenveen introduceert Jong Business Loge

Geopend op 23 oktober 2017 16:11



Ruim 45 jonge ondernemers kwamen gistermiddag samen in de Jong Business Loge om de wedstrijd sc Heerenveen - Vitesse te aanschouwen. De middag werd om 15.30 uur geopend door algemeen directeur Luuc Elsenga. Elsenga vertelde over de vergelijking tussen de jeugtopvoeding en jonge ondernemers, 'sc Heerenveen maakt dromen waar. Jij bepaalt waar het eindigt'.

Verderopgens nam Gerard Rol (voorzitter OSSH) nog het woord om vanuit het perspectief van de OSSH uit te leggen wat ze doen en hoe ze van waarde kunnen zijn voor deze ambitieuze jonge ondernemers.

Na deze introductie woorden werd er door middel van een Speedtable-sessie met elkaar kennis gemaakt. Bij elk gesprek was een OSSH-kiel aanwezig, te noemen: Gerard Rol, Klaas Derksen, Erik Meers, Fabian Franchimont, Daak Tensen en Harrovan Uilenaar in Harde kofie.

Volgende wedstrijd

Meer informatie

24 augustus, 20:45 uur

Eindhoven



Verkeerschaarwing sc Heerenveen - FC Twente

23 augustus 2019

VOORBESCHOUWING

Verkeerschaarwing op het seizoen van Jong sc Heerenveen 2019

DE BELOFTE

Samenvatting Jong sc Heerenveen - Jong FC Emmen

22 augustus 2019

SAMENVATTING

Bezoek het Abe Lenstra stadion



Klik hier voor info



SEESINGE PERSONEEL.nl

LINDENHOVIUS OPTICIENS

HOLLARTS PLASTIC GROUP

Myrtax Bewindvoering

Gafo
KOUDE & KLIMAAT

HOME

OVER ORION

TEAMS

MEDIA

SPONSOREN

VRIENDENCLUB

CONTACT

Gebruikers: Orion, team, database, vorm

Tweede editie Jeugdtoernooi 14 sept.

Combinatie van kennis en topsport

Nieuws, Sponsornieuws

[f Share](#)

Unieke samenwerking van Achterhoekse bedrijven

Echt breed belang is het niet, maar één van de grootste sponsors van Seesing Personeel | Orion is bedrijvenQluster. Dat is een unieke samenwerking van Achterhoekse bedrijven, die elkaar vinden in hun ondersteuning van Orion, maar vooral in het vergroten van hun bedrijfsmatige kennis rond (technische) innovatie, productiemethoden, marketing en verkoop.

BedrijvenQluster ontstond zo'n vijf jaar geleden. Een kleine 20 bedrijven uit de regio wilden méér dan alleen geld steken in topsport. Samen ontwikkelden zij een platform voor kennisontwikkeling, -vergroting en uitwisseling. Het platform bleef naast het kennisdeel ook een netwerkleid. Dat netwerkleid speelt zich met name af rondom Orion. Ieder lid van bedrijvenQluster maakt ook deel uit van een bedrijvennetwerk dat Orion ondersteunt en krijgt daarvoor als tegenprestatie toegang tot de businesstribune en tot alle wedstrijden.

Kennis Volleybal heeft niet de exposure van voetbal of schaatsen. De marketingwaarde (landelijke uitstraling, naamsbekendheid etc.) voor sponsors is daardoor, met uitzondering van die voor de hoofdsponsor, relatief klein. Daar komt nog eens bij dat sponsors tegenwoordig extra alert zijn op de tegenprestatie van de club die zij ondersteunen. 'Wat schieten we er zelf eigenlijk mee op?' is de veel gestelde vraag.

BedrijvenQluster heeft daar een uniek antwoord op gevonden. Bedrijven die meedoen, kunnen door het jaar heen deelnemen aan een aantal kennisbijeenkomsten en masterclasses, elk jaar rond een ander thema. Zo staat het

Recente reacties

Archief

- augustus 2019
- juni 2019
- mei 2019

Appendix 9

List of respondents

Donar organization (alphabetical order):

commercial affairs board (MA); coordinator dsua (JW); manager commercial affairs (PM); member board of governance (KT); player employee dsua (AS); president, board (JS); president board of governance (JF); secretary, board (GS); technical affairs board (MV); treasurer, board (RA).

Business partners (alphabetical order):

Benk (LD); Bosser and Cnossen (MV); Gemeente Groningen (HG); Hanzehogeschool/Instituut voor Sportstudies (RG); Hanzevast (GE), Launch Cafe (KA); NNZ (LB); Rijksuniversiteit Groningen/Venturelab (AO); Univé (DA).

Start up organizations (alphabetical order):

Agrifly (WS); Fablab (WS), Fietslab (KB), Fresh goggles (SH); Lets collect (JD); Progolf (NW), Slimmer wifi (WZ); Studenttrainers (JV); Wallpros (OS), 050Legal (GA).

sc Heerenveen organization (alphabetical order):

commercial affairs account manager (RV); commercial affairs management team (JW); coordinator youth education (EB); coordinator communication/soc media (PS), coordinator JBL (RB); coordinator 'mvo' (LS); financial affairs managementteam (DS); member board (CR); president managementteam (LE); technical affairs managementteam (GH).

Business partners (alphabetical order):

Dommerholt, board OSSH (GR); Friesland College ROC (SD); Gemeente Heerenveen (WG); Groenleven member OSSH (SB); Hanzehogeschool/Instituut voor Sportstudies (RS); Innovatie Pact Fryslan (BK); Inzet.nl board OSSH (EM); Spar, board OSSH (EK); TRES, member OSSH (HV), Ziekenhuis Tjongerschans, member OSSH (BT).

Start up organizations (alphabetical order):

Abma Sports (HA); CQ (KA); Fruitkracht (YS); Gezonder Nederland (YW); Meuq (FK); RVA (DW); Sportal (FV); Sprintwolf (EW); Twinsense (AH); Vitamine Bo (BA).

Orion Achterhoek organization (alphabetical order):

chairman club 2017/manager City Beach Doetinchem (JR); commercial affairs board/CEO Multi Ratio (business partner)(MK); member board 2017/manager Achterhoek Younited (BS); member1 club of friends (RW); member2 club of friends (JB); teammanager 2017/manager Paddys Food and Drinks (RB); teammanager board 2018 (CM); treasurer board/CEO Gafco-Altron/Rensa groep (business partner) (EV); president board/CEO Active living (business partner) (WG).

Business partners (alphabetical order):

Achterhoek Younited/Saxion Hogescholen (BJ); Bax advocaten en belastingkundigen/BedrijvenCluster board (BH); Bonsen Reuling accountants/Smarthub Achterhoek/Pak An (TR); De Steck (HJ); Gemeente Doetinchem/sportservice (MN); Graafschap College ROC, afdeling Sport&Bewegen (AW); Hogeschool Arnhem/Nijmegen afdeling Sport&Bewegen/Topsport Gelderland (KB); Kubus/Goal management/bc De Graafschap(JB); Matseon/bc De Graafschap (RM); Seesing personeel (SH).

Start up organizations (alphabetical order):

Bubbeltaal (MS); Clear ICT (RB); ICONICA (JS); LUNA (CH); Marjolein Infographic Design (MH); Men en Werk NL (ES); Ten Have ICT (NH); Vatched (IS); Wijze Wereld (HD); 730 (DB).

Appendix 10 Case Donar Groningen, nw scores

McEvily en Zaheer scores

Donar

Boardmember 1	IIII
Boardmember 2	III
Boardmember 3	III
Boardmember 4	III
Board of governance	II
Board of governance	

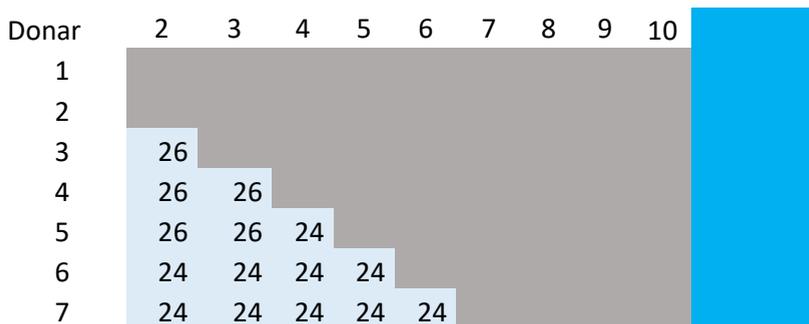
Employee 1	
Employee 2 (project coord.)	IIII
Employee 3	

Business partners

Business partner profit	I
Business partner, non profit	IIII I
Business partner, profit	
Business partner, profit	II
Business partner. profit	III
Business partner, profit	
Business partner, profit	
Educational partner	II
Educational partner	III

Start ups

ICT sector	IIII
Business services	
Sports and leisure	
ICT sector	I
Sports and leisure	I
Retail sector	
Business services	II
Business services	
Business services	
Retail sector	



8	26	26	26	24	22	22				
9	18	14	26	14	14	20	22			
10	10	12	20	20	10	12	20	20		

BP

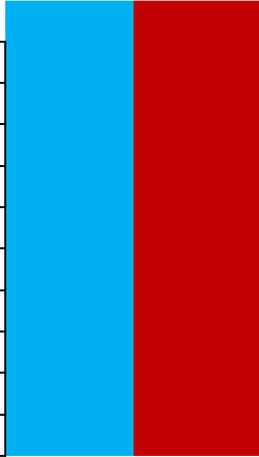
	2	3	4	5	6	7	8	9	10	
1										
2										
3	18									
4	22	14								
5	18	14	18							
6	18	14	18	22						
7	20	14	18	18	16					
8	18	14	22	16	16	16				
9	18	14	22	16	18	22	20			
x	x	x	x	x	x	x	x	x		

SU

	2	3	4	5	6	7	8	9	10	
1										
2										
3	18									
4	24	20								
5	16	18	18							
6	19	19	19	23						
7	20	20	18	18	19					
8	18	18	20	16	17	18				
9	18	18	22	17	17	20	20			
10	16	16	16	14	16	16	16	16		

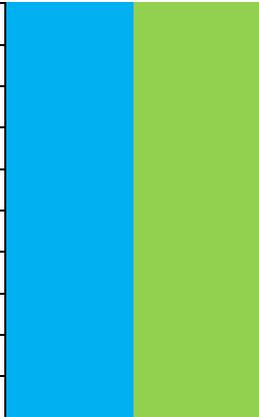
SU

	2	3	4	5	6	7	8	9	10
1	14	14	24	14	14	14	20	24	10
2	14	14	20	8	14	14	18	20	10
3	14	14	18	12	14	14	20	22	10
4	14	14	24	17	14	14	20	24	10
5	12	16	16	12	12	20	16	20	10
6	13	13	17	13	13	23	17	21	10
7	14	17	26	18	14	14	24	26	18
8	14	14	18	14	14	14	16	20	10
9	14	14	18	14	14	14	18	22	10
10	10	10	14	10	10	10	14	20	10



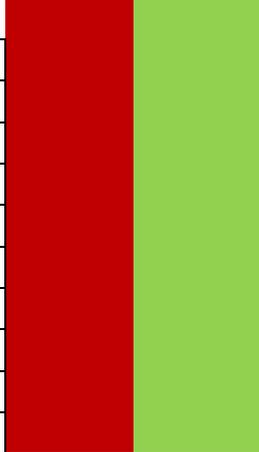
BP

1	18	14	18	14	16	14	20	14	10
2	22	14	22	14	18	16	20	14	10
3	14	14	18	14	16	14	18	14	10
4	14	14	22	14	20	14	22	20	10
5	14	14	22	14	18	14	24	20	10
6	14	14	20	14	14	14	20	18	10
7	14	14	18	14	14	14	20	20	10
8	14	14	20	14	14	26	18	28	10
9	14	14	20	14	14	20	18	28	10
x	x	x	x	x	x	x	x	x	x



BP

	2	3	4	5	6	7	8	9	10
1	14	14	14	12	14	14	14	14	14
2	14	14	14	20	14	14	14	14	14
3	14	14	14	12	14	14	14	14	14
4	16	18	20	12	15	20	16	16	12
5	14	12	16	20	13	18	16	16	12
6	14	14	14	12	14	14	14	16	14
7	26	16	24	12	17	18	16	24	14
8	14	22	16	24	26	26	24	22	18
9	14	16	16	12	27	22	18	18	14
x	x	x	x	x	x	x	x	x	x



Appendix 11 Case sc Heerenveen, Heerenveen nw scores

McEvily en Zaheer scores

SC Heerenveen

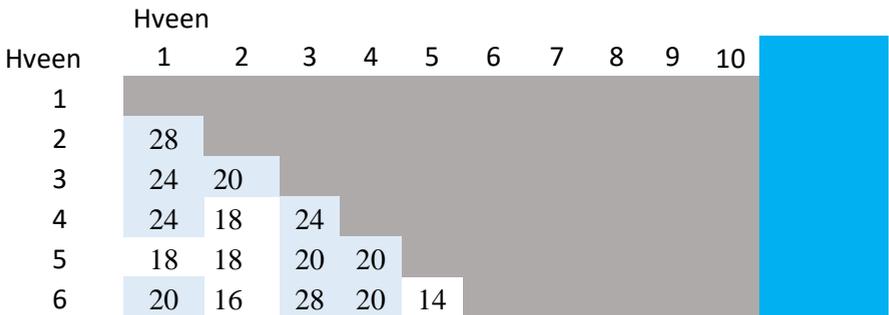
Management team member 1	III
Management team member 2	
Management team member 3	IIII II
Management team member 4	III
Board member	III
Employee1	
Employee 2	
Employee 3	IIII
Employee 4	I
Employee 5 (project coord)	IIII

Business partners

Business partner profit, member OSSH	I
Business partner profit, member OSSH	IIII
Business partner profit, member OSSH	
Business partner profit, member OSSH	I
Business partner profit, member OSSH	I
Business partner non profit	
Business partner non profit, member OSSH	
Educational partner	II
Educational partner	I
Business partner, non profit,	

Start ups

Retail sector	II
Retail sector	
Sports and leisure sector	II
Business services	
Sports and leisure sector	
Sports and leisure sector	
Retail sector	
Retail sector	
Sports and leisure sector	
ICT sector	



7	22	14	16	14	14	24						
8	20	20	18	20	20	16	20					
9	18	14	18	20	20	24	18	16				
10	16	14	20	14	14	20	20	28	24			

Bus partner

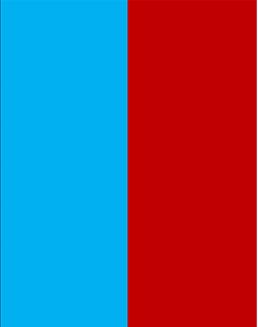
BP	1	2	3	4	5	6	7	8	9	10		
1												
2	22											
3	22	22										
4	22	24	24									
5	22	24	20	22								
6	20	20	16	16	20							
7	22	22	18	18	18	20						
8	0	0	0	0	0	0	0					
9	0	0	0	0	0	20	0	20				
10	12	14	12	12	12	20	20	0	20			

Startup

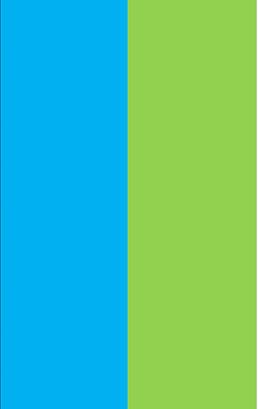
SU	1	2	3	4	5	6	7	8	9	10		
1												
2	28											
3	23	18										
4	8	8	8									
5	20	18	12	14								
6	8	12	20	12	20							
7	8	8	20	8	20	22						
8	20	18	8	8	12	8	8					
9	8	12	30	8	8	8	8	8				
10	8	8	8	8	8	8	8	8	8			

Hveen

SU	1	2	3	4	5	6	7	8	9	10		
1	0	0	0	12	0	20	0	20	12	22		
2	0	0	0	14	0	14	0	20	12	22		

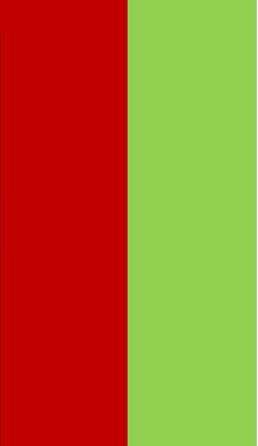
3	0	0	0	0	0	0	0	18	12	24	
4	0	0	0	0	0	0	0	0	0	20	
5	0	0	0	0	0	0	0	14	0	22	
6	0	0	0	0	0	0	12	14	0	22	
7	0	0	0	0	0	0	0	24	0	28	
8	0	0	0	0	0	0	0	0	0	20	
9	0	0	0	0	0	0	0	0	0	24	
10	0	0	0	0	0	0	0	0	0	20	

BP

11	26	14	26	18	22	18	18	16	20	18	
12	24	12	26	16	20	18	18	18	20	22	
13	20	12	24	14	20	18	14	16	18	16	
14	24	12	26	14	20	18	12	16	14	16	
15	20	0	20	14	20	18	12	16	20	16	
16	14	0	14	0	20	12	20	16	14	20	
17	22	0	22	14	20	14	20	0	14	16	
18	0	0	0	0	0	0	12	18	0	22	
19	0	0	0	0	0	0	20	18	0	18	
20	12	0	12	0	0	0	16	14	12	16	

Startup

BP

	1	2	3	4	5	6	7	8	9	10	
1	12	14	0	0	0	0	0	0	0	0	
2	20	20	0	0	0	0	0	0	0	0	
3	0	0	0	0	0	0	0	0	0	0	
4	12	0	0	0	0	0	0	0	0	0	
5	0	0	20	0	0	0	0	0	0	20	
6	0	0	0	0	12	0	0	0	0	0	
7	0	0	0	0	12	0	0	0	0	0	
8	0	0	22	0	20	22	22	0	20	0	
9	0	0	18	0	0	14	0	0	0	0	
10	0	0	0	0	0	0	0	0	0	0	

Appendix 12 Case Orion Acherhoek, Doetinchem, nw scores

McEvily en Zaheer scores Orion

Boardmember and business partner, profit	III
Boardmember and business partner, profit	IIII I
Boardmember and employed in the non profitsector	
Boardmember and business partner, profit	II
Boardmember Orion club* and employed in the profitsector	II
Former board member*, employed in non profit sector	II
Employed/volunteer	
Boardmember Friends of Orion*	
Boardmember Friends of Orion*	

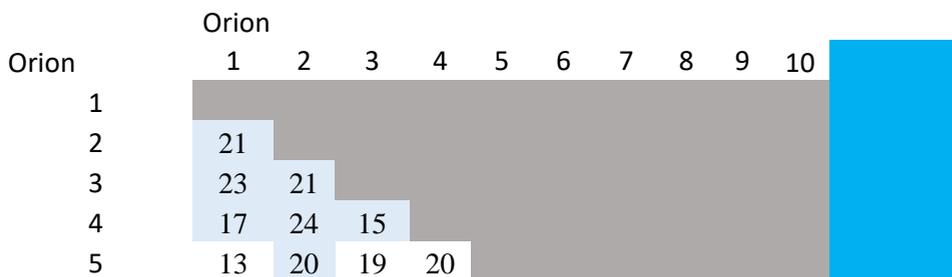
Business partners

Business partner profit sector	III
Educational partner, non profit sector	
Business partner, non profit sector	III
Educational partner, non profit sector (project coord)	II
Business partner, non profit sector	III
Boardmember businessclub, profit sector	III
Business partner, profit sector incl. De Graafschap	I
Business partner, profit sector incl. De Graafschap	
Business partner, profit sector	III
Business partner, profit sector	IIII

Starters

ICT sector	I
ICT sector	
Sports and leisure sector	
Business Services	
ICT sector	
ICT sector	I
Business services	
Educational services	
Business services	
Retail sector	II

*not a representative of Orion foundation



6	8	20	15	26	20						
7	8	20	15	24	18	30					
8	17	20	0	28	20	26	24				
9	8	8	0	8	20	20	18	26			
10	x	x	x	x	x	x	x	x	x		

Bus partner

BP		1	2	3	4	5	6	7	8	9	10	
1												
2	14											
3	24	26										
4	18	28	20									
5	20	20	14	18								
6	20	0	10	18	8							
7	0	14	22	0	14	20						
8	20	8	20	0	20	12	22					
9	8	0	12	8	12	20	12	8				
10	22	0	11	0	12	22	14	8	22			

Startup

SU		1	2	3	4	5	6	7	8	9	10	
1												
2	0											
3	0	8										
4	20	0	0									
5	8	0	20	0								
6	20	0	0	20	0							
7	0	0	0	0	0	0						
8	12	0	0	22	0	0	0					
9	0	0	0	22	0	0	0	22				
10	0	0	0	0	0	0	0	0	0			

Orion

SU	1	2	3	4	5	6	7	8	9	10		
1	0	0	0	12	20	12	0	0	0	x	Blue	Red
2	0	0	0	0	0	0	0	0	0	x		
3	0	0	0	0	0	20	20	0	0	x		
4	0	0	0	8	12	8	0	0	0	x		
5	0	0	0	0	0	0	0	0	0	x		
6	0	20	0	8	20	0	0	0	0	x		
7	0	20	0	0	0	0	0	0	0	x		
8	0	0	0	0	0	0	0	0	0	x		
9	0	20	0	0	0	0	0	0	0	x		
10	20	20	0	0	0	0	0	0	0	x		

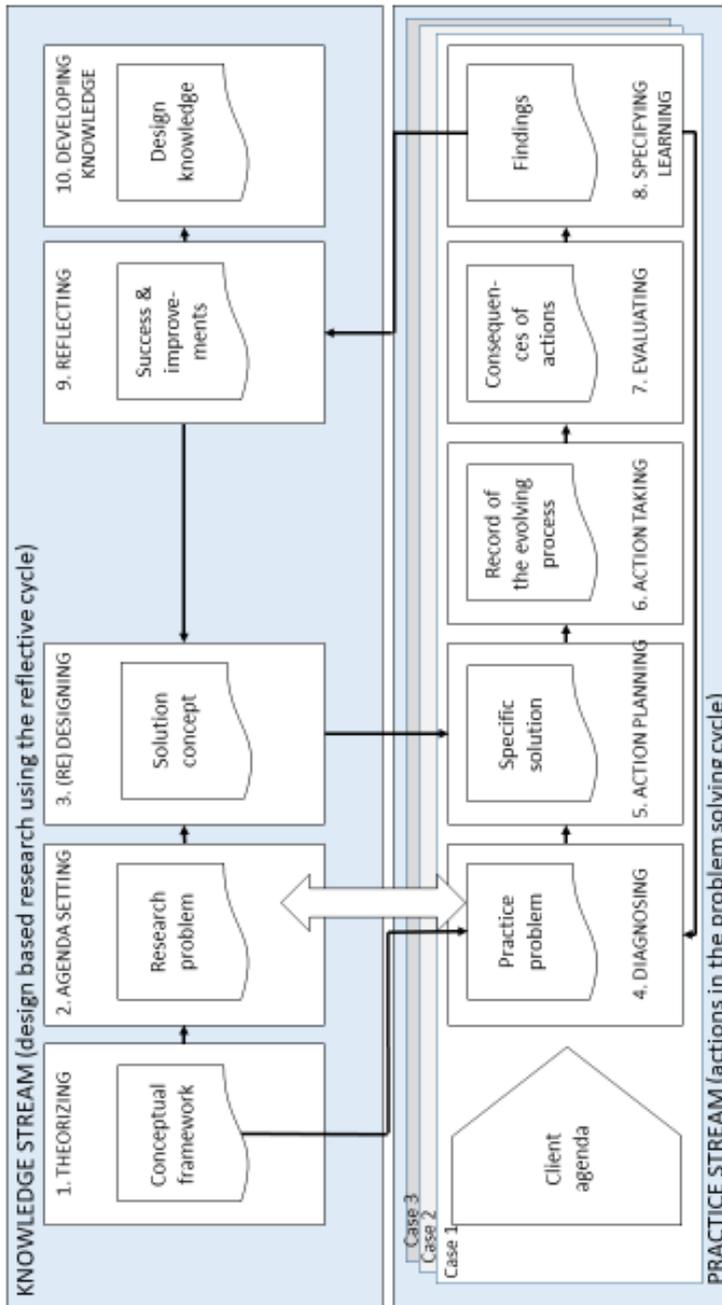
BP	11	12	13	14	15	16	17	18	19	20		
11	8	18	0	18	20	20	0	8	0	x	Blue	Green
12	20	14	0	0	12	16	20	0	0	x		
13	8	16	0	8	20	16	20	0	0	x		
14	12	18	0	14	22	20	14	8	8	x		
15	0	20	0	0	26	22	20	20	20	x		
16	22	20	0	22	20	14	8	8	0	x		
17	8	20	0	12	8	8	0	0	0	x		
18	0	14	0	8	8	8	0	0	0	x		
19	8	18	0	18	22	22	14	12	8	x		
20	12	18	0	16	14	14	12	0	0	x		

BP	1	2	3	4	5	6	7	8	9	10		
1	22	0	0	22	0	22	0	12	0	0	Red	Green
2	0	0	20	0	0	0	0	0	0	0		
3	0	0	22	0	0	0	0	0	0	0		
4	0	0	22	0	0	0	0	0	0	0		
5	20	0	0	14	0	14	0	0	0	0		
6	22	0	0	8	0	20	0	0	0	22		
7	0	0	0	0	0	0	0	0	0	0		
8	20	0	0	0	0	20	0	0	0	0		
9	0	0	0	20	0	0	20	0	0	0		
10	20	20	20	20	20	20	20	0	20	0		

Appendix 13 SEES conditional checklist

SEES CONDITIONAL CHECKSLIST	Available		
	YES	NO	unclear/ n.a.
<u>Regional conditions</u>			
(elite) Sports is an important (policy) issue in the region			
Economic development within the region is important			
Entrepreneurship is/has important/priority in the region			
Good physical and sports infrastructure			
(vocational) Sports education is established in the region			
<u>Frameworks conditions SEES</u>			
Initiative taken by SP (as a board/management decision)			
Stability in board / management SP			
Diversity in board / management SP			
Good relation SP and existing BP			
Short term profit is not first priority SP			
Working space near sport venue			
<u>Systemic conditions SEES</u>			
Commitment BP about the initiative			
Commitment education institute/university			
Commitment municipality/province			
Regional development is a central aim for SP, BP and SU			
Operational coordinator appointed/contracted			
Contact person/mentor for operational coordinator in SP and BP			
Profile operational coordinator is discussed/used in selection			
Operational coordinator target on start up			
Willingness research, mean DDQ scores SP, BP and SU > 5.0			
Media informed/involved			
<u>In preparing activities:</u>			
Launching the SEES with a focus on social element using sports as motor of the initiative			
In contact SP: focus on scope element, role of the SP in the region and regional development (eco focus)			
In contact BP: focus on scope element, role of BP in region and regional development (eco focus)			
In contact SU: focus on social element, as a start			
Preparing the installation of a guiding group to support the operational coordinator			

Appendix 14 Knowledge stream and practice stream (Andriessen, 2007)



Knowledge and practice stream in design oriented research (Andriessen, 2007)

Appendix 15 Information minor Sport Business Innovation (SBI), in Dutch

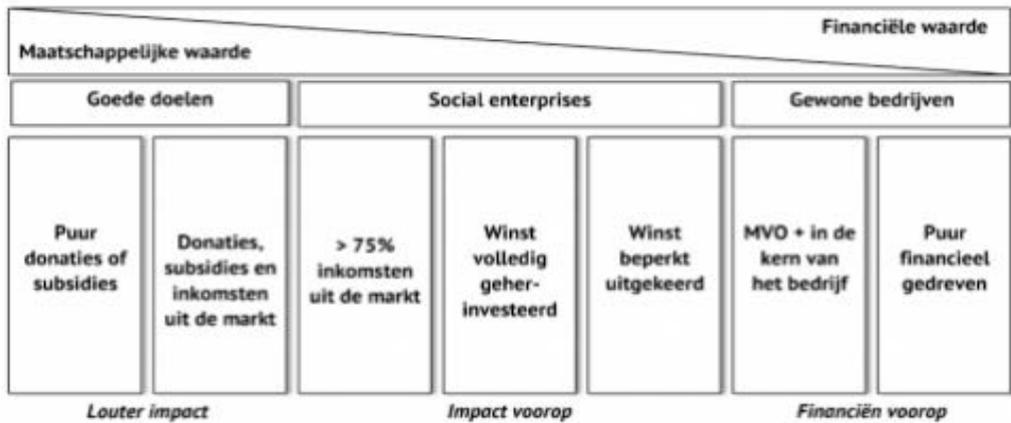
Bedoeling

Met ingang van 2011 is het Instituut voor Sportstudies van de Hanzehogeschool Groningen begonnen met een minor Sport Business Innovation in de bovenbouw van haar bachelorprogramma. Deze minor valt in het curriculum net voor de afstudeerfase. De minor Sport Business Innovation (SBI) is voort gekomen uit een aantal maatschappelijke ontwikkelingen. Zo is in de arbeidsmarkt van de sportwereld de laatste jaren een toename te zien van meer zakelijke activiteiten. Met bijvoorbeeld een toename van meer zelfstandige ondernemers (fitness, sporttoerisme/recreatie, personal training, leefstijlcoaching, project en eventmanagement) en een vraag naar coördinerende, ondernemende personen die verantwoordelijk zijn voor innovaties in de sport (nieuwe sporttakken, combinaties van sport met allerlei vakdomeinen: media/marketing, kleding, techniek, accommodaties/ faciliteiten, zorg/gezondheid/ welzijn e.d.). Ook geven veel studenten aan interesse te hebben in ondernemend bezig zijn. Binnen de Hanzehogeschool zijn vier ontwikkelingslijnen vastgesteld voor ondernemerschapsonderwijs:

1. ontwikkeling tot ondernemende persoon
2. ontwikkeling tot ondernemende professional
3. ontwikkeling bijzonder ondernemerstalent
4. ontwikkeling van start up bedrijf

De minor SBI sluit aan bij alle 4 de lijnen. Hierbij wordt een vraag gestuurde bijdrage aan verbeter- en innovatieprocessen binnen de bedrijven en instellingen geleverd, waar onze afgestudeerden hun beroep van sportkundige uitoefenen. Dit kan dus ook bij een bedrijf in oprichting zijn of een conglomeraat van meerdere personen en/of organisaties. Ondernemen wordt niet beperkt tot het zelfstandig commercieel gedreven ondernemen, ook de intrapreneur (de ondernemer binnen de onderneming) en het maatschappelijk verantwoord en sociaal ondernemerschap door

sportprofessionals valt hierbinnen. Immers al deze invalshoeken ondersteunen het innoveren van de sportberoepspraktijk.



Social enterprise.nl (2015)

De waarde van sport benutten

Net als bij vele soorten van sportbeleving zijn passie en gedrevenheid kenmerken van ondernemerschap. Innovatieve ondernemers in de sport hebben een idee, een droom, een visie. Het is daarbij essentieel om vraag en aanbod op elkaar af te stemmen en al doende waarde te creëren met en voor anderen. Hierbij staat het zgn. kennisintensief ondernemersproces centraal, activiteiten zijn gericht op het voortbestaan en kent een waardeketen in 3 stappen: 1: generatie/creatie, 2: conversie/ ontwikkelen en 3: diffusie/verspreiding. Sport wordt hierbij op verschillende manieren gerelateerd aan het ondernemerschapsproces:

als leidende activiteit in het aanbod. Het ondernemende proces heeft direct betrekking op de actieve sportbeoefenaar. Het primaire proces van de ondernemer, onderneming dat leidend is gaat dus over de actieve sportbeoefenaar (variërend van voetballer, outdoor-sporter, zwemmer, hardloper, etc.). Op organisatieniveau kan het hier gaan om fitnesscentra, sportclubs, commerciële sportploegen, (jeugd)voetbalacademies, e.d.

als ondersteunend element in het aanbod. Als bij het primaire proces van de ondernemer, onderneming sport gebruikt wordt om een product/dienst te produceren

of te vermarkten, wordt de sport als ondersteunend element beschouwd. De klant betaalt uiteindelijk niet om actief te sporten, maar wordt op andere wijzen wel in de sportwereld meegenomen. Denk in dit verband aan allerlei (e-) sportevents, media-uitingen, lifestyleadvies, gokindustrie

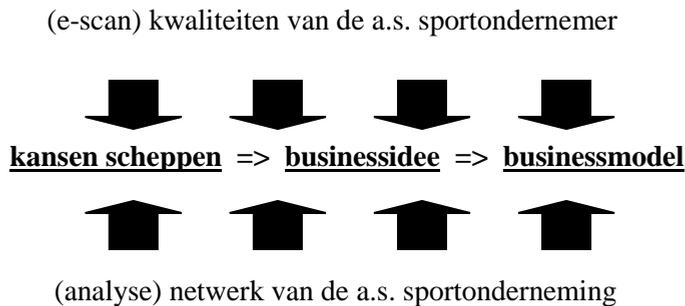
als einddoel dat men wil faciliteren/optimaliseren. Het realiseren van voorwaardenscheppende zaken om te kunnen sporten: accommodatie, materiaal, kleding, technologie, etc.

als katalysator om ondernemen in brede zin mogelijk te maken. Hierbij worden bijvoorbeeld ondernemende partijen bij elkaar gebracht om ondernemersprocessen op gang te brengen. Gedacht kan worden aan bijvoorbeeld businessclubs

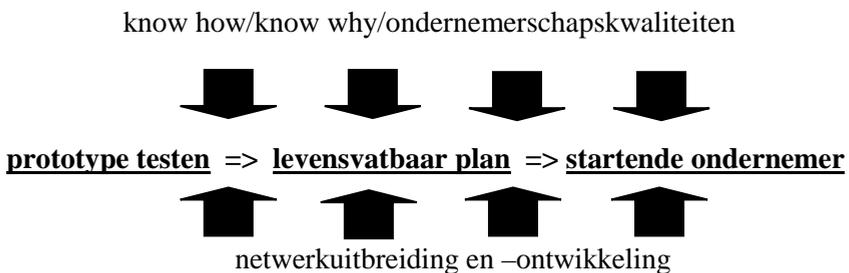
Opbouw programma

De minor kent een doorlooptijd van een half jaar, opgedeeld in twee aaneensluitende programmatisch opgebouwde onderwijsfasen van elk 10 weken.

Fase 1 in schema ziet er als volgt uit:



Fase 2 in schema vervat ziet er als volgt uit:



Het SBI programma start met een aantal testen/scans en een reflectie op een ondernemende houding in de sportpraktijk. Naast individuele ontplooiing en toerusting (effectuation, creatief denken, ontwerpgericht onderzoeken, etc.) gericht op creatie wordt voorts in de eerste fase ook aan een theoretische basis gewerkt die in ondernemingen/organisaties veelvuldig worden toegepast (business modellen, service modellen, ondernemingsplannen, etc.) gericht op conversie van het gecreëerde idee. De tweede fase bouwt voort op de aspecten die spelen bij de 'ondernemer', met als aanvulling het concreet in de praktijk handen en voeten geven aan een idee door te ondernemen. Dus het testen en doorontwikkelen van bepaalde bedachte producten en/of diensten. Enerzijds in groep/teamverband bijvoorbeeld gerelateerd aan een (maatschappelijk verantwoord) sport evenement of activiteit en anderzijds in de uitwerking (diffusie) van een individueel innovatief idee/initiatief als zelfstandig ondernemer of als intrapreneur, een ondernemer binnen een bestaande organisatie. Voorts maakt een 'intensive international program' aan de Deutsche SportHochSchule Köln onderdeel uit van deze minor. In een internationale context worden studenten uitgedaagd het beste van zichzelf te geven. Dat betekent onder meer aanpassen aan een andere cultuur, anders communiceren in woord en gebaar en vanuit een globaal perspectief tegen ontwikkelingen en innovaties aankijken in de sportwereld. Ook hier wordt in een onderwijssetting geacteerd, maar ook daarbuiten: (sport)bedrijfsbezoeken, sportaccommodaties en evenementen zoals de FIBO beurs, een ijshockey wedstrijd of voetbalstadionbezoek.

Uiteraard wordt de minor getoetst met onder meer een kennistoets, een portfolio van individuele opdrachten, een gezamenlijke (groeps) opdracht en een eindpresentatie over de gerealiseerde 'business'. Beoordeling vindt plaats door docenten, maar soms ook door mede studenten en werkveldvertegenwoordigers.

Na afloop van de minor begint fase 3 met onder meer het afstuderen en het al dan niet feitelijke ondernemen. Waarbij, voor zover mogelijk, wordt aangehaakt bij allerlei ontwikkelingen die ook vanuit een zogenaamde (innovatieve) kenniswerkplaats met als (deel)focus 'ondernemen' worden geïnitieerd.

Spin off

Na enkele jaren ervaring met de minor SBI kan gesteld worden dat er steeds meer bereikt wordt met de minor. De belangstelling van studenten neemt toe, ook steeds meer vanuit een internationale context. Dat wil zeggen dat in onderwijsbijeekkomsten soms 5 personen in diverse buitenlandse landen zich op een scherm vertonen op voor hen soms onmogelijke tijden, terwijl gelijktijdig in een lokaal Nederlandse studenten actief zijn. Dat is nog steeds een uitdaging.

Het merendeel (60%) van de studenten start als zelfstandig ondernemer, waarbij met name ondernemerschap in en voor de sport centraal staat, bijvoorbeeld sportschool, personal training, sportkleding/materiaal, toerisme en leefstijladvies.

Het is gelukt het netwerk van alumni redelijk goed bij te houden en alumni keren terug in het minor programma als begeleider, gastdocent, etc. Ook vormen zij voor anderen een inspiratiebron met hun verhalen en ervaringen. Veel van deze informatie heeft bijvoorbeeld vorm gekregen in een magazine. Het CQ-magazine, een product van een zgn. student-company CQ Production, opgericht door SBI studenten en nog steeds actief. Inmiddels zijn er al vier edities verschenen, elk gelanceerd met een bijbehorend evenement. Maar ook op andere wijzen worden kennis, vaardigheden en ervaringen gedeeld. Zo ondersteunen SBI-studenten tijdens hun minor binnen de opleiding sportkunde eerste jaars bij enkele studieonderdelen. Maar ook reguliere (sport)bedrijven en organisaties profiteren mee van ondernomen activiteiten, zo zijn er ook voor diverse goede doelen acties en/of bijdragen gerealiseerd in het kader van maatschappelijk verantwoord ondernemen.



United Nations (2010)

De erkenning door het werkveld en studenten wordt bevestigd en ondersteund door de toekenning van enkele predicaten aan de minor SBI en de Groningse opleiding sportkunde. Zo is de minor SBI de enige sportminor met het nationale NVAO bijzonder kenmerk ondernemen van de Nederlands-Vlaamse Accreditatie Organisatie, maar ook met een kwaliteitslabel van VNO-NCW en MKB Noord. Kortom een minor om trots op te zijn en daar zijn de mensen in het veelal nuchtere Noorden overigens niet zo heel goed in een ontwikkelpuntje.



crazyquilt.nl (2014; 2016; 2017; 2019)

**Appendix 16 SEES conditional checklist for Donar (Groningen),
sc Heerenveen (Friesland) and Orion (Achterhoek)**

SEES CONDITIONAL CHECKSLIST	Available		
	YES	NO	unclear/ n.a.
<i>D = Donar, H = Heerenveen, O = Orion</i>			
Regional conditions			
(elite) Sports is an important (policy) issue in the region	DHO		
Economic development within the region is important	DHO		
Entrepreneurship is/has important/priority in the region	DHO		
Good physical and sports infrastructure	DHO		
(vocational) Sports education is established in the region	DHO		
Frameworks conditions SEES			
Initiative taken by SP (as a board/management decision)	DH	O	
Stability in board / management SP	D	HO	
Diversity in board / management SP	DO	H	
Good relation SP and existing BP	DHO		
Short term profit is not first priority SP	D	HO	
Working space near sport venue	H	DO	
Systemic conditions SEES			
Commitment BP about the initiative	DHO		
Commitment education institute/university	DHO		
Commitment municipality/province	D	HO	
Regional development is a central aim for SP, BP and SU	D	HO	
Operational coordinator appointed/contracted	DH	O	
Contact person/mentor for operational coordinator in SP and BP	DH	O	
Profile operational coordinator is discussed/used in selection	D	HO	
Operational coordinator target on start up	DHO		
Willingness research, mean DDQ scores SP, BP and SU > 5.0	DH	O	
Media informed/involved	DH	O	
In preparing activities:			
Launching the SEES with a focus on social element using sports as motor of the initiative	DH	O	
In contact SP: focus on scope element, role of the SP in the region and regional development (eco focus)	D	HO	
In contact BP: focus on scope element, role of BP in region and regional development (eco focus)	DH	O	
In contact SU: focus on social element, as a start		DHO	
Preparing the installation of a guiding group to support the operational coordinator	DH	O	

