Athletes4society

T O O L K I T

How to build a societal impact programme that involves athletes as role models?

VUB VRIJE UNIVERSITEIT BRUSSEL   SPLiSS   Universiteit Utrecht   INSTITUTE for Sport Governance   KIHU

Bilendi   Kinetic Analysis HUMAN MOTION DATA   kenniscentrum sport & bewegen   Sport Evolution Alliance   ČESKÁ TRENÉRSKÁ AKADEMIE CZECH COACHES ACADEMY

01

Contents

Ready, Set, Go!

Final template - My athlete role model programme

A. SOCIAL DIMENSION

MESSI-theme:

B. TYPE OF PROGRAMME

- ☐ Direct impact
- ☐ Awareness creation

C. SOCIETAL VALUE PROPOSITION

Societal value description	Goal

☐ Signed agreement

E. EXTERNAL COMMUNICATION FUNNEL/FLOW

TOUCHPOINTS OUTBOUND   TOUCHPOINTS INBOUND   ACTIVITY   PARTICIPANT

STRANGERS   VISITORS   PROSPECTS   CUSTOMERS
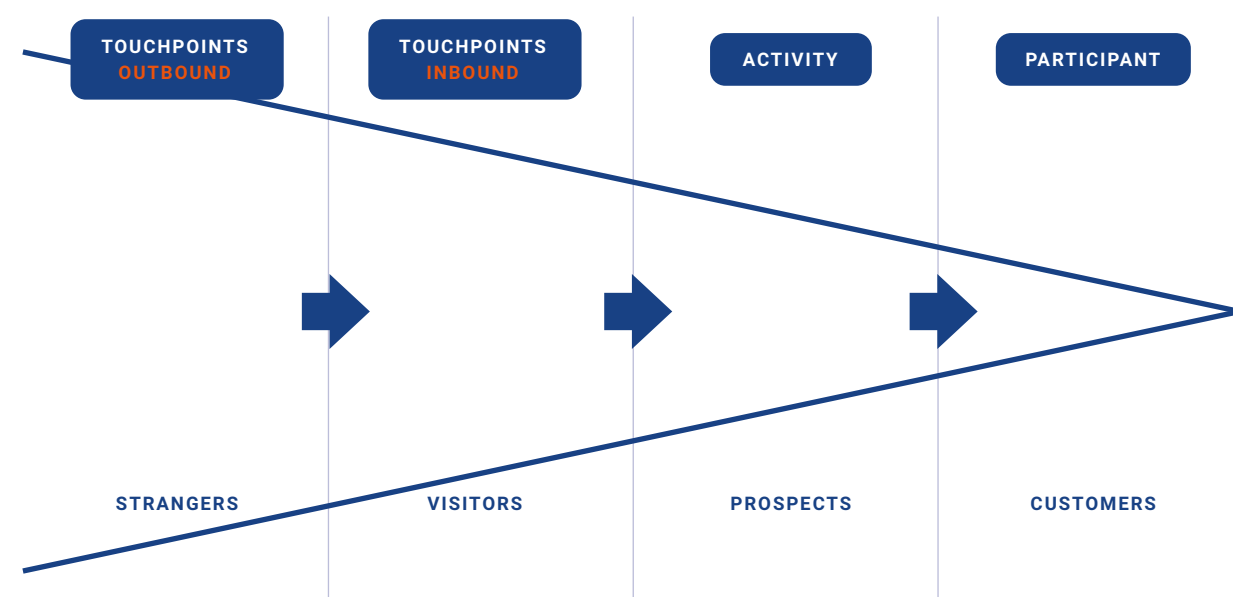
D. ACTION PLAN

Input	Activities	Output	Outcomes
Operational capacity:			Short term:
Legitimacy & support:			Long term:

F. MANAGEMENT

- ☐ Programme management plan
- ☐ Task board
- ☐ Gantt charts
- ☐ Others:

G. EVALUATION

Relevance	Effectiveness	Efficiency	Impact	Sustainability	Coherence

STEP 1
Team up with your athlete

Messi Tool

THE MESSI TOOL

Based on the MESSI framework[6], the MESSI tool has been developed. This tool helps you to determine what contribution your programme could make to society. Moreover, it aligns the societal values desired by you, as a representative of the sport organisation, and the athlete(s) on which your programme wants to focus.
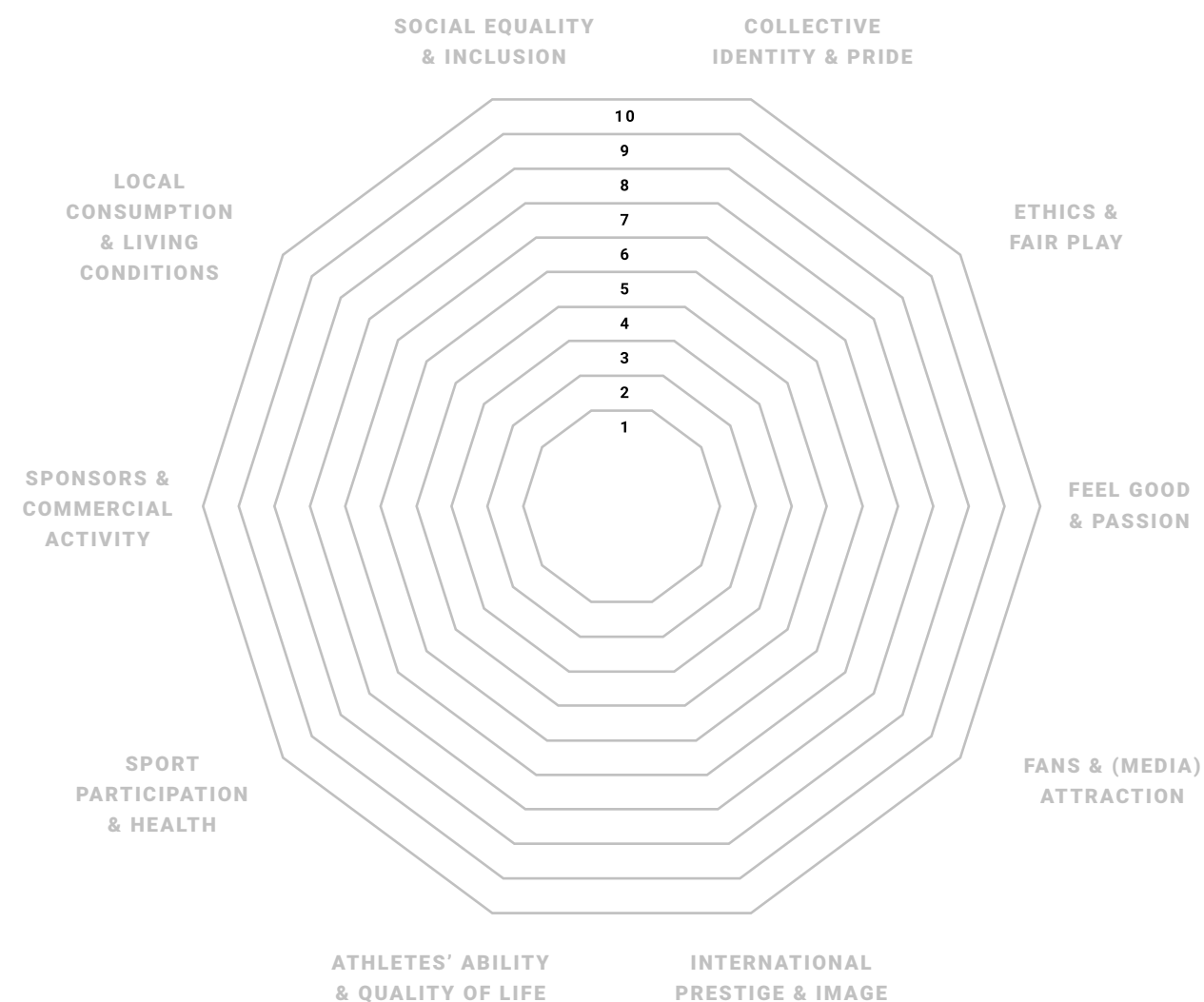
Both the athlete and your organisation's representative(s) complete the MESSI tool, preferably in a different colour.

To complete the tool, read the short explanation on every MESSI dimension and consequently rate each dimension on a scale from 1 ("I am not interested in this theme") to 10 ("I am very interested in this theme "). Put a dot on the line that correspondents to the score, afterwards you can connect the dots. When everyone has completed the tool, you start comparing the results.

The dimension that got a high score from each person who completed the MESSI tool, is the dimension that is rated as the most important/ interesting. Your programme will focus on this dimension.

SOCIAL EQUALITY & INCLUSION

COLLECTIVE IDENTITY & PRIDE

LOCAL CONSUMPTION & LIVING CONDITIONS

ETHICS & FAIR PLAY

10
9
8
7
6
5
4
3
2
1

SPONSORS & COMMERCIAL ACTIVITY

FEEL GOOD & PASSION

SPORT PARTICIPATION & HEALTH

FANS & (MEDIA) ATTRACTION

ATHLETES' ABILITY & QUALITY OF LIFE

INTERNATIONAL PRESTIGE & IMAGE

Enter the MESSI theme that your programme will tackle into the final template in box A "social dimension".

Assess an athlete's desired involvement

Ask the athlete to complete the tool underneath. Let the athlete tick off the box that applies to his or her situation.

I am the initiator of the athlete role model programme.	☐ ☐	A stakeholder of mine (e.g., sport federation, club, sponsor) is the initiator of the athlete role model programme.
I have a keen interest in a specific societal aspect from previous experiences during my personal life or my sports career.	☐ ☐	I have an interest in a variety of societal aspects, my interest is very broad.
I want my programme to target a specific group of people (e.g., people with diabetes, children with mental disabilities).	☐ ☐	I want my programme to target a larger group of people (e.g., adults in general, school children).
I want to take initiative and be involved in the design and setting up the programme.	☐ ☐	I would like to get involved in the programme, but I let the initiative and set up of the programme to someone else (e.g., sport federation, club).
I want to be engaged in the day-to-day management of the programme.	☐ ☐	I want to be engaged in the programme, but do not want to be actively involved in the management of the programme.
I want to be highly involved in the programme activities (e.g., organise events and activities that people can engage in).	☐ ☐	I am happy to be an ambassador of a programme by providing for example inspiring pictures of myself.
I would like to have a lot of say when the programme is developed.	☐ ☐	I am happy to commit myself to the programme, but I am not interested in developing the programme myself.
I want the programme to focus on specific goals and events.	☐ ☐	I want the programme to focus on spreading a broad message.
In addition to my sports career, I want to make enough time to engage actively in the programme.	☐ ☐	In addition to my sport career, I do not think I have the time to actively engage in the programme.
I have good knowledge about the societal aspect that I want to tackle with my programme and the people that I want to help.	☐ ☐	I do not have a specific knowledge about a certain societal aspect.
I want my programme to have an impact on a specific group of people (e.g., children with cancer, young girls in disadvantaged families)	☐ ☐	I want my programme to have an impact on society in general.

Calculate the score

Interpretation of the score

How many times did the athlete cross the orange propositions: _____

How many times did the athlete cross the blue propositions: _____

MORE ORANGE

your programme should target direct impact

MORE BLUE

your programme should target awareness creation

Go to the final template and tick which approach your programme will target at box B "Type of programme".

STEP 2

Determine your societal value proposition

Describe the societal value you want to target specifically with your programme.

1. Define the societal value of your programme

Describe which societal value you want to deliver with your programme or in other words, describe what your programme will focus on, and think about the way your project answers to that societal need.

Enter your societal value description into the final template at box C "Societal value proposition".

See example

Determine your societal value proposition

2. Describe your goal: smart

Describe the goal/objective
of your programme
in a SMART way[27].

Write down the goal of your programme using the SMART guidelines as described above. The supporting questions can help you with this. Afterwards, you summarize the SMART goal of your programme in one sentence.

SMART[27]	MEANING	SUPPORTING QUESTIONS	YOUR GOAL
SPECIFIC	Make your goal specific and narrow.	• What do you want to achieve? • Who is involved? Who will benefit from your programme? Whose circumstances do you want to change? • Where are you going to do it? • When are you going to do it? • Why do you want to achieve it?	
MEASURABLE	The goal should be quantifiable, so that you can track progress and proof whether you have reached your goal.	• How much needs to be done? • How do you measure that? • What is the result?	
ACHIEVABLE	Make sure that you can accomplish your goal within a certain timeframe.	• Are the steps you need to take towards your goal achievable? • Do you have enough knowledge and resources to achieve your goal? • Is the goal not too easy or difficult?	
RELEVANT	Your goals should align with the values and long-term objectives of the organisation.	• Are you fully behind your goal? • Are your colleagues also behind the goal? • Does the goal arise logically from your organisation?	
TIME-BOUND	Set a realistic end-date for achieving your goal.	• When will you start your programme? • What is the end date of the programme?	

Enter your SMART goal into the final template at box C "Societal value proposition".

See example

STEP 2

Determine your societal value proposition

Describe your organisation's unique selling points[26] (i.e., positive qualities that set your organisation or programme apart from others), as well as possible constraints you might encounter in designing, implementing, and evaluating your role model programme. Make sure your selling points and constraints are concrete and defensible[26].

3. Map potential success factors and constraints in achieving your goal

Having identified your aim, it is essential to think about which factors within and outside your organisation can increase the likelihood of achieving this goal or may pose an obstacle to achieving it.

SUPPORTING QUESTIONS	OUR UNIQUE SELLING POINTS
• How is your organisation different from other organisations? Why are others enthusiastic about your organisation?	
• What services can you offer that others cannot?	
• Can you meet physical and emotional needs in a special way?	
• What demographic group (age, gender, geographical radius, income level, etc.) do you serve that others do not?	
• What special skills do you have to offer? What new knowledge or technology can we use?	
• Does your organisation have a long, successful track record? What past programmes/activities performed well?	
• If you are new, did you gain success in a short time?	

See example

Describe the possible constraints of your organisation, by using the following supporting questions.

SUPPORTING QUESTIONS	OUR POSSIBLE CONSTRAINTS
• What are our organisation's points of improvement? • What past programmes/activities did not perform as intended and why? • What resources are we currently lacking? • Are there competitors with the same objectives? • If we want to expand in the future, what resources do we need?	

See an example

Action plan

1. Input

A successful societal impact programme cannot be developed and implemented without the right resources and support.

Operational capacity

Operational capacity includes having sufficient capacity to enable your societal value proposition. Concretely, your programme needs financial resources (e.g., funding from sponsors), human resources (e.g., staff, volunteers) and organisational resources (e.g., facilities, infrastructure)[28].

TYPE OF RESOURCES	SUPPORTING QUESTIONS	YOUR PROGRAMME'S RESOURCES
FUNDING	• How much funding is available to invest in your role model programme? • How much of this funding is your own, how much do you need from (potential) stakeholders?	
PERSONNEL	• What human resources are available to implement and run the programme?	
MATERIALS	• What facilities are available? • What materials are available?	
TECHNOLOGY	• What technologies are in place?	

Enter the resources that your organisation can provide in the final template at box D "Action plan", section 'input; operational capacity'.

See example

Make an overview of your financial, human, and organisational resources available for your programme.

Action plan

Legitimacy & support

For your programme to succeed, you must actively seek for legitimacy and support, being authorisation and support from political, financial, and social stakeholders for your proposition to create societal value[28]. Try to gather a consortium of internal and external stakeholders from different fields with their own specific input.

Tip

Engage the athlete in looking for relevant stakeholders. He or she can play an important role in finding stakeholder support.

Identify which internal and external stakeholders you want to cooperate with to seek authorisation and support for your proposition. To do so, make an overview of the relevant expertise, the expected commitment, and goals and values of each potential stakeholder. Make sure those things are in line with your own goals, values, and expectations.

STAKEHOLDER	RELEVANT INDIVIDUAL EXPERTISE OF THE STAKEHOLDER	EXPECTATIONS OF THE STAKEHOLDER	GOALS AND VALUES OF THE STAKEHOLDERS

Enter your potential stakeholders in the final template at box D "Action plan"; section 'input, legitimacy & support'.

See example

Tips to facilitate and create a fruitful cooperation with stakeholders[1,4,22]

- Create a familiar and safe environment: encourage the stakeholder to speak up and be supportive when stakeholders share their ideas.

- Identify tailor-made solutions best suited to each specific situation.

- Be flexible.

- Communication is key: have regular network moments and meetings with your stakeholders to share relevant information.

- High on timing: set concrete deadlines and communicate time expectations with all stakeholders within the project.

- Focus on outcomes: define the purpose and added value of and for the stakeholders.

STEP 3

Action plan

2. Activities

Describe the activities that will take place within your athlete role model programme and consider who will be involved. Outline the roles of the persons involved.

ACTIVITY	INVOLVED PERSONS AND THEIR ROLE

See example

Enter the activities of your athlete role model programme in the final template at box D "Action plan"; section 'activities'.

Action plan

3. Outputs

List the outputs of your athlete role model programme. The outputs of your programme can include, amongst others, number and type of activities that will be or were organised, the number of social medial posts about the programme, the number of participants of the programme.

_____

_____

_____

_____

_____

The outputs of your programme are the direct results of your programme activities[3]. These results are quantifiable, and time bound.

Enter the outputs of your athlete role model programme in the final template at box D "Action plan", section 'output'.

See example

4. Outcomes

The outcomes of the programme are the anticipated changes in behaviour that occur as a result of the programme implementation[3]. A distinction can be made between short-term and long-term outcomes.

Review your programme activities and think about what short- and long-term outcomes these activities can produce. Describe what participants can get out of your programme, what this can mean for policymakers, etcetera.
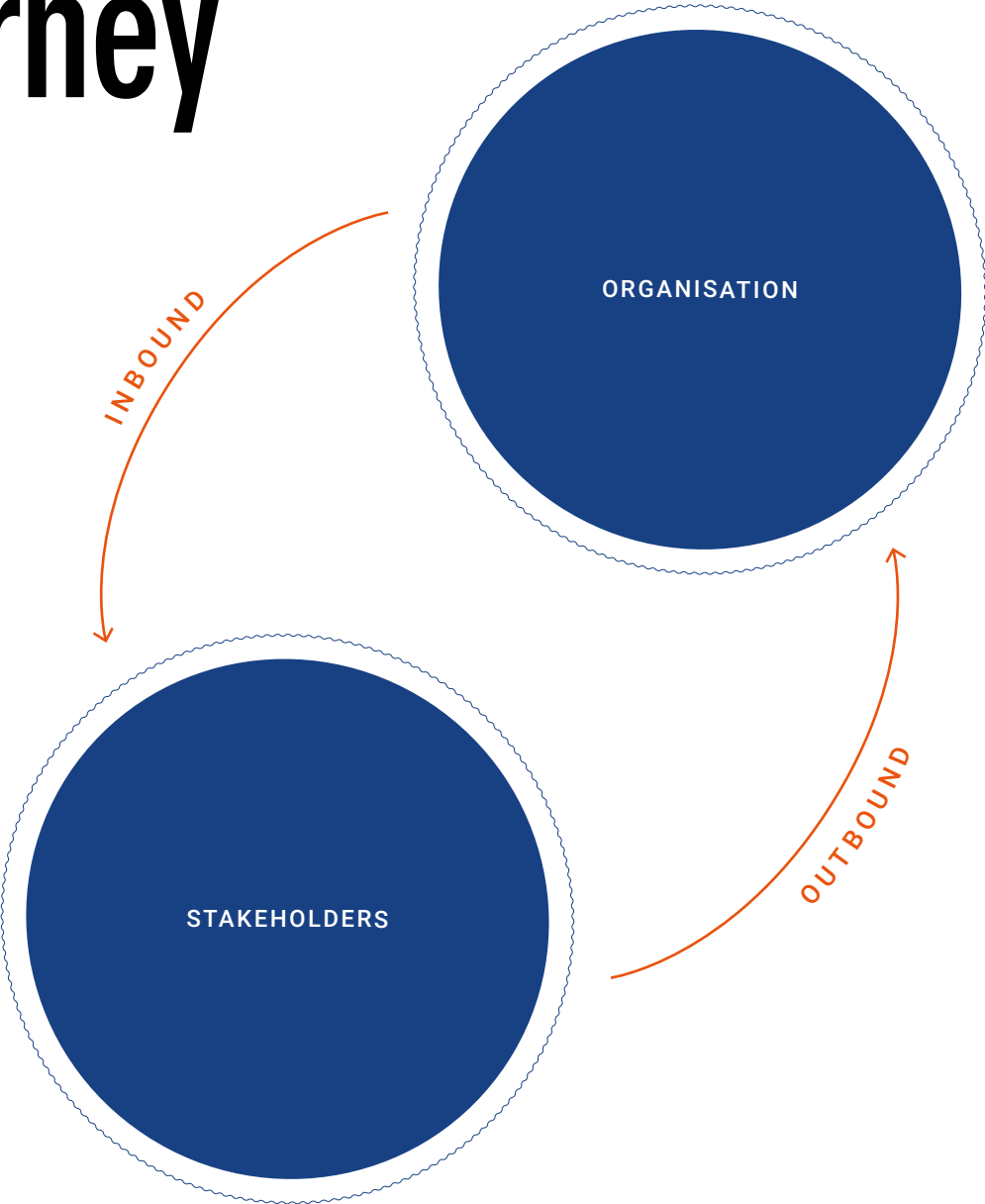
SHORT-TERM OUTCOMES	LONG-TERM OUTCOMES

See example

Enter the outcomes of your athlete role model programme into the final template at box D "Action plan"; section 'outcomes'.

STEP 4

Marketing & communication

Dealing structurally with marketing and communication.

1. The way to the top: Your target audience's journey

Create a funnel or flow where you map out the journey of a potential participant using the tool underneath. Map out which phases potential participants or other stakeholders will go through towards becoming an actual participant. Try to make a clear distinction between inbound and outbound communication flows. Following supporting questions guide you through the tool:

FUNNEL/FLOW	SUPPORTING QUESTIONS	
TOUCHPOINTS: OUTBOUND	How do potential participants or other stakeholders get to know your role model programme? (Every possible way that a potential participant or stakeholder can see your programme).	
TOUCHPOINTS: INBOUND	Where will potential participants or other stakeholders look for information?	
ACTIVITY	How do potential participants or other stakeholders get to the first event, participation?	
PARTICIPANT/ MEMBER/ CUSTOMER	How do potential participants or other stakeholders eventually become a participant? (e.g., registration form, online or offline subscription, payment, etc)	

Summarize the funnel/flow into the final template at box E "External communication funnel/flow".

See example

Marketing & communication

2. Online communication

Social media

Social media is an indispensable part of today's society. Entrepreneurs, organisations, governments, etc. are therefore increasingly trying to convince their target audience through social media and involve them in their activities and goals. Unfortunately, just posting creatively without a clear strategy makes little sense.

Many organisations therefore remain unsatisfied about the number of likes and the interaction achieved with their posts. The tools and tips below try to help you in strategically devising social media posts with content that resonates with your target audience and gets results[9].

Determine the purpose of your posts using the 4A model (i.e., Awareness, Appreciation, Action, Advocacy)[9]. Make sure the purpose is formulated in such a way that its impact can be measured

See example

4 A MODEL[9]	AIM	EXAMPLE OF A POST AIMING AT A SPECIFIC A OF THE 4 A MODEL	HOW DO I MEASURE THE IMPACT?
AWARENESS	Let people come into contact with your message or brand		
APPRECIATION	Let people identify themselves with your message or brand		
ACTION	Getting people to perform a certain desired action		
ADVOCACY	People who positively mention your brand or message in their network		

Once you have determined the purpose of your post, the next step is to develop a visually appealing post with a valuable and engaging caption. Share content that offers added value to your followers, and that responds to what matters to your target audience.

Underneath, we provide you with some original formats to score on social media. Make sure that you adapt those formats to your values, style, and target audience[9].

STEP 4

Marketing & communication

Mirror your content to the 4 criteria for creating good content[9].

CRITERIA[9]	EXPLANATION	CHECKLIST
ACTIVATING	The content elicits **interaction**.	☐
ENTICING	The content **emotionally triggers** your followers (content that makes them laugh, relatable to them, angers them, amazes them).	☐
SCANNABLE	The content is **visually strong**.	☐
RELEVANT	The content is **relevant** and **matches** your organisation's values, activities and aims.	☐

See example

Please note that one criterion sometimes weighs more than the other to explain the success of a social media post. But in essence you will always find the criteria in one form or another in a good post[9].

STEP 5

Implement, manage & monitor

Congratulations! Your athlete role model programme is designed and ready to get implemented! When your athlete role model programme is up and running, it is advised to continuously manage and monitor your activities and measure your results.

STEP 5

Implement, manage & monitor

A wide variety of tools can help you in managing your athlete role model programme.

TOOL	DESCRIPTION	ONLINE TOOL
PROGRAMME MANAGEMENT PLAN	Defines how a programme will be coordinated and subsequently helps you plan, execute, and control your programme activities. It provides an overview of the activities as well as their status.	wrike PROJECT MANAGER
TASK BOARD	Visually represent the work or activities and the path towards completion. This includes upcoming tasks, tasks that are in progress, tasks that need to be verified, and finished tasks.	miro padlet
GANTT CHARTS	A visualization of your programme timeline. This tool helps you in keeping track of your schedule and identifies delays. It provides a display of the dependencies between your different activities.	Gantt.com

Tick off the method(s) that you will use to manage your programme into the final template at box F "Management". The implementation and use of these methods is beyond the scope of this toolkit. However, more information and support can be found on the websites listed in the table above.

1.Managing your project

Programme management is the discipline of planning and applying your knowledge and skills to project activities in order to meet the requirements of the programme goal[21]. Correctly managing your programme benefits your programme activities[14], and therefore ensures programme success[2].

Benefits of programme management[21]

- ✓ Better control of financial, organisational, and human resources
- ✓ Improved customer relations
- ✓ Shorter development times
- ✓ Lower costs
- ✓ Higher quality and increased reliability
- ✓ Improved productivity
- ✓ Better internal coordination

2. Monitoring your project

Monitoring your programme includes keeping track of the programme's milestones to ensure the programme remains within its scope and within the expected budget and timeline[5]. Doing so might help you in maximizing the return on investment, delivering quality results, and ensuring further support from stakeholders.

Tip

To inform your target audience about the answers to your questions, you can opt to develop, for example, a yearly progress report, an annual calendar, a newsletter, or an interactive webpage.

Keep track of the programme's milestones to ensure it remains within its scope, budget, and timeline.

Plan regularly meetings with your project team to answer the questions below:

QUESTION TO CONSIDER	PROJECT TEAM RESPONSE
Are we doing what we agreed?	
Are our activities of good quality?	
What can we learn from what we observe to enhance our quality of the future activities?	
How is the activity contributing to the desired change?	
What aspects of the activity did not lead to the desired results?	
What aspects of the activity did lead to the desired results?	
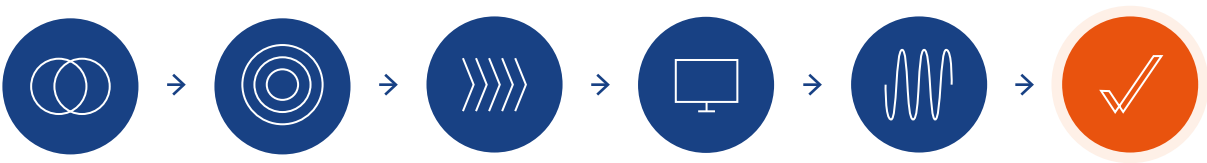
STEP 6

Evaluation

Evaluation of your athlete role model programme gives you the opportunity for optimisation. We recommend that you periodically review your programme against six evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability, and coherence[10,18].

Doing so provides more insight your context, reasons for adaptation and emergence of activities and outcomes, different perspectives and interrelationships that influence the success, sustainability, and transferability of your programme[10].

Evaluate your programme based on the six evaluation criteria.

Answer the questions to gain more insight in how your athlete role model programme is running.

CRITERIA	SUPPORTING QUESTIONS	HOW IS MY PROGRAMME RUNNING?
RELEVANCE	• Were the implemented activities relevant to the target audience?	
EFFECTIVENESS	• Is the programme delivering on outputs and outcomes as planned? • Were the activities effective? Are there aspects that could have been done differently?	
EFFICIENCY	• Have the activities been delivered on budget? What aspects of the participatory elements of the programme could be done differently next time to cut costs while still delivering achievements? • Were the size, scale and approach taken for each need appropriate?	
IMPACT	• Is the wider programme story being told? What range of outcomes (intended and unintended) has the project contributed to? • How has the programme influenced the stakeholders, and what capacities has it built? • Does the programme have a positive impact on the participants? • To what extent did the initiative deliver against the needs of key stakeholders?	
SUSTAINABILITY	• Is there evidence that the programme is likely to grow – scaling up and out – beyond the project life?	
COHERENCE	• What was the link between the activities and the aim of the programme? Was this link clear?	

Based on the answers given above, you can now complete the evaluation plan in the final template at box G 'Evaluation'.