

**The Kozminski University
Consulting and Manager Education Centre**

Management in Sports, 2nd edition

Academic Year 2015/2016

Business Plan for the druzynowo.pl Platform

Authors:

- 1. Joanna Błoch**
- 2. Szymon Kabatnik**
- 3. Łukasz Krawczyk**

**Thesis supervised by:
Jolanta Tkaczyk, Ph.D.**

© Kozminski University 2016

CONTENTS

1	SUMMARY	4
2	PRODUCT DESCRIPTION	7
2.1	Vision and Mission Statement	7
2.2	Product essence and concept.....	8
2.3	Real product.....	8
2.4	Extended product.....	10
2.5	Potential product.....	11
2.6	Competitive advantage	11
2.7	Technology	12
3	MARKET ANALYSIS	12
3.1	Demand study for druzynowo.pl	12
3.2	Sample structure	13
3.3	Identification of potential needs among users	14
3.4	Demand for the platform.....	16
3.5	Findings from research	18
4	ANALYSIS OF THE COMPETITIVE ENVIRONMENT	19
4.1	Analysis of competitors	19
4.2	SWOT / TOWS analysis.....	20
4.2.1	SWOT analysis	23
4.2.2	Strategic TOWS analysis	25
4.2.3	Summary of SWOT / TOWS analysis	28
5	MARKETING ACTIVITIES	29
5.1	Visual identification.....	29
5.2	Website	31
5.3	Social media.....	31
5.4	Open training sessions	32

6	FINANCIAL PLAN AND SOURCES OF FUNDING	33
6.1	Capital requirement.....	33
6.2	Variant I – forecast income, costs, profits and cash flows in subsequent years	34
6.3	Variant II – forecast income, costs, profits and cash flows in subsequent years	37
6.4	Key financial ratios	39
6.5	Sources of financing for the project.....	42
7	IMPLEMENTATION SCHEDULE	42
8	SUMMARY	44
9	BIBLIOGRAPHY	45
9.1	Survey questionnaire.....	47

1 SUMMARY

In today's world, people pay more attention to healthy lifestyle and hence more often do sports on amateur level. Besides football, which is the most popular sport in Poland, other sports such as volleyball and handball are gaining in popularity. It creates a need in the stakeholders for more business and sport oriented activities.

In order to respond to the demand in the amateur sport market it is necessary to create communication platform that allows contact between amateur sports enthusiasts, trainers/coaches and representatives of sport facilities. The main goal of this site is to help interested institutions in forming a cooperation which is favourable for all involved.

Communication network "druzynowo.pl" might become the very first social network connecting every stakeholder of amateur team games. The main goal of the created platform would be:

Fig. 1 Goals of functioning of druzynowo.pl platform



In the last few years we can see an increase in the number of sport facilities in the sports market in Poland that allows practicing team sports amateurishly (e.g. football fields, sports halls, pools, tennis courts, ice rinks). One should remember that sole sports infrastructure will not

guarantee that the number of people playing team sports on amateur level will increase. It creates a clear need for a way of facilitating in establishing cooperation between every stakeholder. The next innovative feature is a way of increasing the quality of training by involving trainers/coaches of team sports in amateur training. The customers of "druzynowo.pl" platform consists of three groups, who will derive gains thanks to its start.

Fig. 2 Stakeholders of "druzynowo.pl" platform



Based on research on sport activity of Polish people conducted in September 2016 by TNS Polska company, emerges fact that almost one third of Polish do sport or other physical activity regularly (at least three times per week). The most popular team sport disciplines done by Polish people are: football (17%), volleyball (8%) and basketball (3%). This data suggests high potential in terms of creating innovative services for amateur participants of team sports.

As a part of analysis of the demand for druzynowo.pl platform the poll was conducted using CAWI (Computer-Assisted Web Interview) technique. The group of 53 potential members of the network was asked to i.a. identify basic problems that prevent from regular amateur training.

Based on conducted research, we can see that there is a high potential demand for the network that fulfils described features. The organizing process of regular training of team games is perceived as complicated. Respondents expect an external entity to appear that will support this process.

Many obstacles, which can be eliminated by druzynowo.pl, were identified, e.g.: **the inability to assemble the training team (85,3%), difficulty in reaching people who are**

interested in mutual training (76,5%), lack of information about option to involve trainers/coaches in training (61,8%).

The positive assessments about individual features of the platform should be pointed out especially, since the most of them can be realized by real product of the network.

Almost all respondents agreed that features of *druzynowo.pl* that are useful are: **ability to organize regular trainings (98,1%), ability to find partners for mutual training (96,2%), offer of nearby sport facilities and their availability (96,2%), ability to communicate with other players, but also with coaches and trainers (94,3%) and meeting people interested in the same discipline (90,6%).**

The important issue in terms of business activity of the platform is the fact that respondents declare the ability to cover the expenses on such a level that it allows to receive profit from site activity. To sum it up, the conducted research allows to see a demand for internet platform that can fulfil described tasks. The mindset of the responders towards the service is positive, and its functionality seems as a unaware need.

Platform "*druzynowo.pl*" is an answer to the demand on the training market for team sports. Its advantage is based on universal access via the Internet and the competition that does not provide complex features.

"*Druzynowo.pl*" is primarily an answer to the unsatisfied demands of amateur sportsmen which facilitate the creation of every interdependent factors that compose regular training of team games. The proposed model is unique thanks to complete customer service on the platform from the moment the member wants to participate in training to the full satisfaction from the regular sport activity.

Presented enterprise carries additional features such as a public catalogue of sport facilities which allow to make team sports in Poland. What is more, it has potential to increase the work activity of trainers/coaches.

Analysis made by the project team and proposed business model recommends to implement the platform. Presented forecast a high probability of "*druzynowo.pl*" sustaining in market reality.

2 PRODUCT DESCRIPTION

2.1 Vision and Mission Statement

When an enterprise pursues its mission, it satisfies an important need of its customers, the region or even the society as a whole. A company's mission is a commitment towards the market which guides its operations in the long run (Godziszewski B. et al., 2011, p. 143). The mission of *druzynowo.pl* is to enable and facilitate the organisation of team games for people who are interested in amateur team sports by creating ready-made sport packages (pitch, equipment, coach) when a need arises.

A vision of an enterprise should indicate the kind of business activity and it should be based on new horizons, ideas and opportunities (Antoszkiewicz J. D., 1996, p. 53). The vision of *druzynowo.pl* is to build the first online platform in Poland dedicated to amateur players of team sports, coaches and sport facilities, with a nation-wide database of sport halls and pitches, and to offer information on the current availability of each facility and coach per hour, enabling online booking, thus creating the best available tool to set up a training group for team sports.

Above all, *druzynowo.pl* satisfies higher-order needs, such as:

a) Belonging

Registered users are automatically allocated to a group with similar preferences, they can communicate with group members, agree on a training date and then pursue their interests. Hence, the platform satisfies the need of belonging. As the activity on the portal intensifies, and users take part in sport training sessions, each user will increasingly identify with their dedicated group.

b) Acceptance

Training sessions available from *druzynowo.pl* will be broken down by players' level of advancement. Consequently, there will be no situations where a beginner ends up in an advanced team and is exposed to bullying or exclusion. The platform will mostly attract amateurs who seek recreational sports whereas the staff of *druzynowo.pl* will make sure that the atmosphere on the portal is informal and friendly for everyone.

c) Self-fulfilment

Druzynowo.pl allows people to acquire and improve their skills by taking part in sessions with coaches. Moreover, the option to communicate with other users will give them an opportunity to pursue and develop their own interests.

Furthermore, by selling a ready-made product, i.e. a sports training session, a number of values are offered: health, engagement, patience, fairness (fair play rules), collaboration, acceptance of one's own limitations, or the experience of winning and losing.

2.2 Product essence and concept

According to one definition, a product is 'anything that can be offered to customers on the market for the purposes of consumption, use, further processing and for drawing customers' attention to things that may satisfy needs or desires.' In the general sense, products also include services, ideas, human skills as well as information (Pilarczyk B. & Mruk H. ed., 2013, p. 125). Drużynowo.pl will be an online platform that sells a product in the broad sense of the word. The sport packages offered will include, among others, information on accessibility of sports halls, skills of a coach and the necessary equipment.

Three levels may be distinguished in the structure of a product: core, real product and extended product (Ibid., p. 126). In the case of drużynowo.pl, the core lies in active leisure, entertainment and progress that may be achieved.

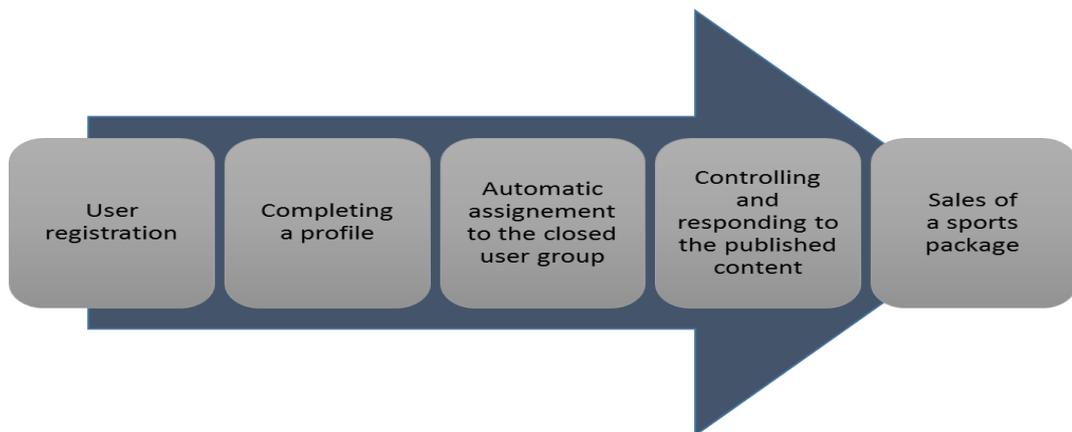
2.3 Real product

The real product defines the power of its perception by potential customers. Its elements and features should be adapted to the needs and requirements of buyers (Ibid., p. 127). The real product of drużynowo.pl will consist in a nation-wide online communication platform for amateur players of team sports, coaches/instructors of team disciplines and administrators of sports facilities. User registration will be free of charge and will be based on providing an e-mail address and a password, and on specifying whether the user is a player or a coach. Each registered user will have the possibility to add more information to their profile to enhance their credibility. Apart from e-mail address verification (an activation link will be sent), registered users will be able to provide their personal data, i.e. place of residence, gender, date of birth, telephone number (verified via a text message). Users will be able to select the disciplines of interest and their level of advancement for each discipline, and declare their willingness to take part in sessions with coaches. Moreover, users will have the opportunity to set their preferences regarding days and times of training and add a profile photo. In the case of coaches, an additional field will be offered to provide an hourly rate for

training sessions. The larger the number of fields completed in user profile, the greater the credibility of the user for other people registered on the platform.

Thanks to in-built filters, the platform will automatically group people from the same city/town, declaring the same discipline and availability on the same days and during the same hours. Within each group, players will be able to communicate via a group forum, whereas the platform staff will analyse and moderate the user content in order to monitor the demand for specific pitches in convenient locations, at times preferred by the group. In this way, users will be able to get a product matching their needs, i.e. a rented sports hall with the necessary equipment and a professional coach. The chart below (Fig. 1) presents a simplified operating model for the platform.

Fig. 3 Operating model for the druzynowo.pl platform



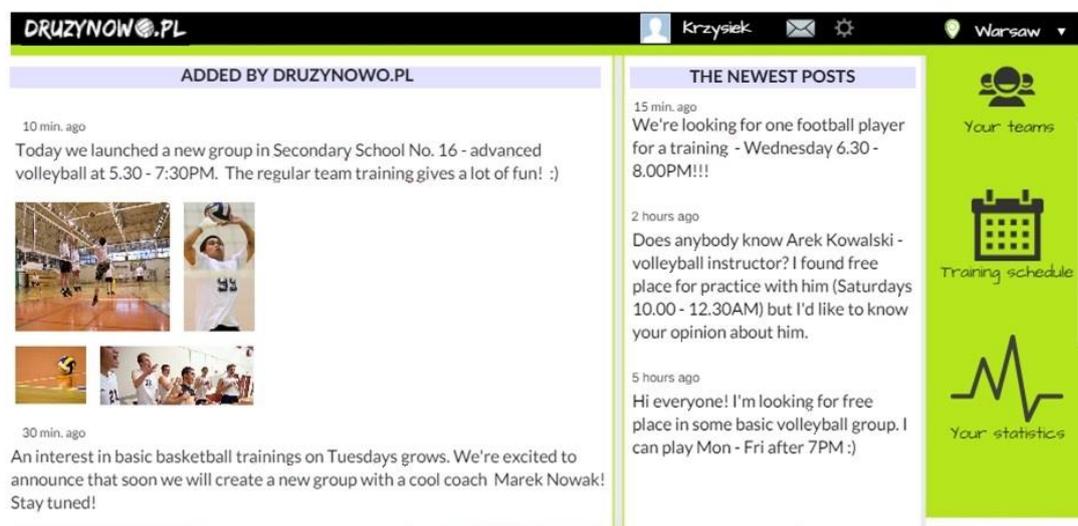
Source: Authors' analysis

Once users have purchased training via the platform, they will get contact data to all co-players and the coach. After the training session is completed, each user will have the opportunity to rate their co-players. Aspects to be rated will include timely arrival, degree of advancement and engagement in the game. In this way, users will get ranks, automatically assigned by the platform, depending on the average rating received and the number of training sessions completed.

The staff of druzynowo.pl will post news updates on the public bulletin board as well as important information on new groups, missing players, availability of new sport facilities etc.

The graphic design developed for the platform is presented below (Fig. 2).

Fig. 4 Graphic design for druzynowo.pl



Source: Authors' analysis

2.4 Extended product

An extended product determines the competitive advantage on the market and provides benefits and value to customers (Ibid.). Druzynowo.pl plans to transform the platform and add more features over time. By definition, the platform is intended not only for players and coaches but also for owners/administrators of sport facilities. Druzynowo.pl will provide advertising opportunities for all kinds of sports halls and pitches which offer their facilities to private individuals. As the platform expands and the number of registered users increases, a special offer will be targeted at owners of sports facilities. Upon paying a one-off fee, they will be able to register their facility in the platform's database. As a result, they will be able to reach their target customers directly. After paying a regular subscription fee on druzynowo.pl, facilities will receive a login name and password to the business client panel where they will be able to complete their profile: address, disciplines which can be played there, a web link and social media link, and a short description of the facility. Users of druzynowo.pl will be able to rate the sports halls and pitches registered on the platform, thus creating a ranking of sports facilities.

Moreover, depending on the number of groups which have been set up, druzynowo.pl intends to organise special tournaments and amateur leagues of teams assembled via the platform.

2.5 Potential product

According to the plan, druzynowo.pl will develop and expand dynamically over the years, aiming to automate the platform to the highest possible extent. A large group of users and an extended database of sports facilities around Poland will provide a starting point for an internal booking system where sports facilities and coaches will make their calendars available to registered users. As a result, the groups set up via the platform will be able to make direct reservations in their selected halls whereas druzynowo.pl would make settlements with owners/administrators and coaches on a commission basis.

2.6 Competitive advantage

Since the very beginning, the platform will focus on dynamic expansion and, in particular, it will survey registered users during the initial stage in order to improve the portal and develop a tool which will meet user expectations. The existing online platforms with similar profiles have not made any changes for many years and have relied on a small number of sports facilities in just a few locations in Poland. In contrast, druzynowo.pl will be user-oriented and will operate thanks to users, which is why the platform will be focused on good communication with its customers also via the social media, thus building a positive image.

Although there are a few web portals which aim to facilitate the organisation of amateur sport teams, none of them is as comprehensive as druzynowo.pl. The platform is distinguished mostly by the fact that customers receive tailor-made products involving sports training at a preferred time, in a convenient location. In comparison with other available platforms, the offering of druzynowo.pl will be targeted at a specific user group and will address their needs. Furthermore, druzynowo.pl aims to assist users from around Poland in the organisation of sport activities. The innovation consists in the fact that the platform does not impose the training location and does not constrain the available locations to main urban centres but, instead, allows users to determine the scope and coverage of training.

Customers will be attracted not only by the possibility to get a ready-made sports bundle, adapted to their individual needs, but also by the atmosphere. Content will be constantly added in social media and news updates will be published on druzynowo.pl, which means that users will

become attached to the website and will treat it also as an instant messaging vehicle and a place to meet people with shared interests.

In addition, after a completed training session, customers of *druzynowo.pl* will receive a form to evaluate our services. The platform will publish opinions/reviews, thus building a competitive advantage. By comparing available web platforms, prospective customers will be able to view the published positive reviews and this will have a considerable effect on their choices.

Thanks to its focus on building a database of pitches and sports halls, *druzynowo.pl* will be the first website with a list of facilities for amateur team sports in various cities and towns, broken down by disciplines. In the course of a few years, *druzynowo.pl* will become the only web tool enabling online reservations for sports facilities and coaches in thousands of locations around Poland.

2.7 Technology

Druzynowo.pl will be a complex online platform comprising forums, a search engine with a variety of filters, a review panel and a user-friendly booking system. Users will purchase ready-made sports packages and make their payments online, either by a bank card or via an online transfer portal (*ePrzelewy*). By definition, the platform will be open to user suggestions and to new technologies that will help to improve its operations.

3 MARKET ANALYSIS

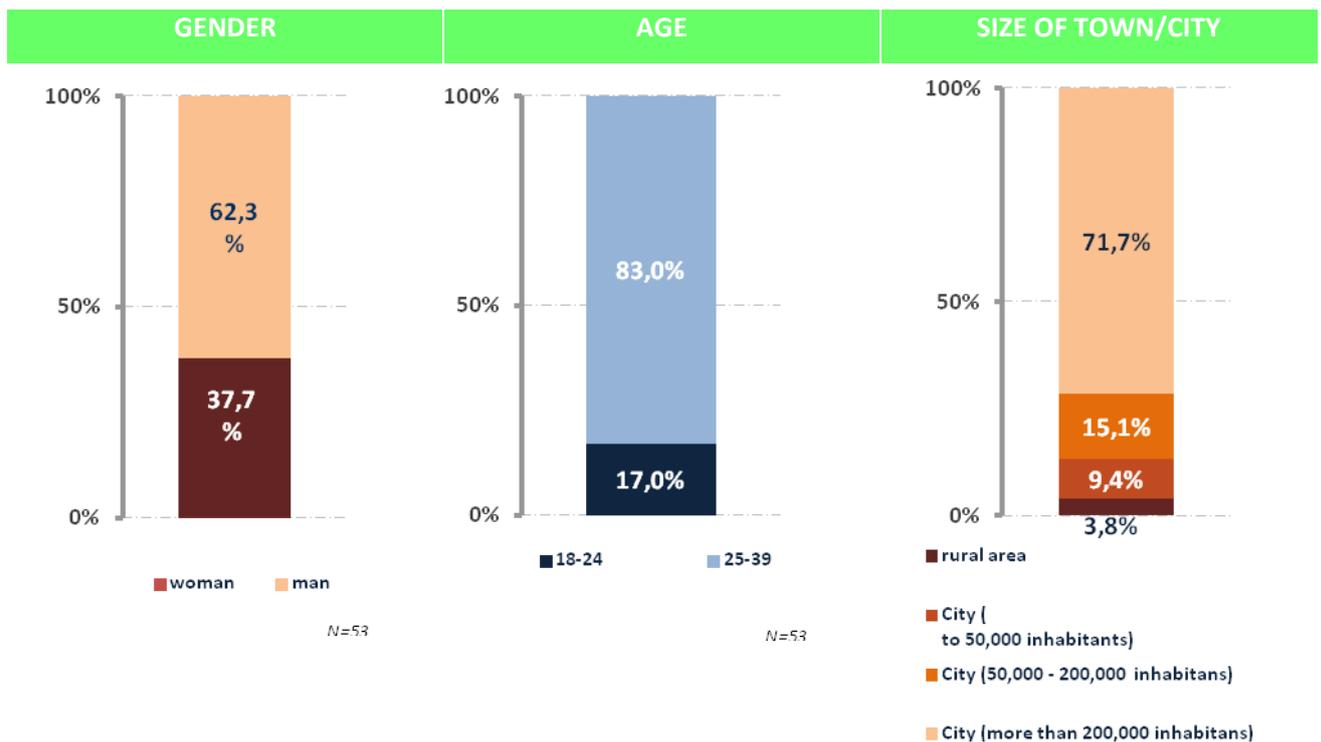
3.1 Demand study for *druzynowo.pl*

In order to analyse the demand for *druzynowo.pl*, a quantitative survey was conducted using the CAWI technique (Computer-Assisted Web Interview) (Babbie, 2006, p. 299). The study was conducted with a group of 53 potential users of the platform. The respondents were asked, among others, to identify the key barriers preventing them from regularly practicing team sports. The respondents' opinions in this respect seem to be crucial for the activity of the proposed portal. Correct identification of barriers will enable the authors to develop functionalities which will address the needs of the target group. Moreover, the respondents expressed their opinions on specific functions of the portal suggested by the authors at the planning stage.

3.2 Sample structure

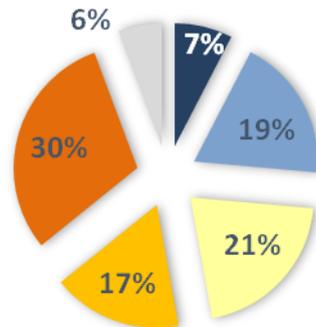
The invited respondents were individuals who could potentially become users of the platform. Nearly two third of them were men (62.3%), with women accounting for 37.7% of the sample. The age group 25–39 was strongly represented as people from this age group can potentially be the most numerous users registered on the platform, contributing to its success. Respondents from this age band represented 83.0% of the total sample. Importantly, most respondents came from major urban centres (71.7%), as *druzynowo.pl* will focus on such locations at the initial stage of its operation.

Fig. 5 Sample structure



The respondents were asked to describe the current situation with regard to their interest in pursuing their favourite team sport. The sample included people who already take part in training sessions, games and tournaments as well as those who currently do not take up this kind of activity. Based on respondents' declarations, five groups were identified to develop a segmentation of target users that *druzynowo.pl* will target.

Fig. 6 Respondent's current status



I am interested in my favorite team game but never don't train and I would start training
 I have trained my favourite team game and I consider to start training again
 I like playing my favourite team game, but it's difficult to collect team to regular trainings
 I like playing my favourite team game and I take part in irregular trainings/matches/tournaments
 I like playing my favourite team game and I take part in regular trainings/matches/tournaments
 other situations

3.3 Identification of potential needs among users

The first step before launching the innovative platform of *druzynowo.pl* was to identify the needs of its potential users. The respondents were asked what prevented them to undertake regular training in their favourite discipline.

The largest group (as many as 85.3%) see a barrier in that they have no possibility to assemble a team for training. More than three quarters of those surveyed (76.5%) mentioned difficulties in reaching people who would be interested in undertaking joint training. In turn, the problem of getting information about the possibility to engage coaches/instructors was pointed out by six in ten respondents (61.8%). Only a slightly smaller share of those surveyed (58.9%) mentioned unavailability of information about accessibility of sports facilities in their neighbourhood.

All the respondents' mentions related to barriers preventing them from undertaking regular training in their favourite discipline reveal a huge gap on the market of services associated with amateur sports. Worth noting is that the difficulties reported by the respondents can be resolved thanks to functionalities planned for *druzynowo.pl*.

Fig. 7 Barriers to training



The majority of those surveyed appreciate the complexities of the process involving the organisation of regular training in team games. As many as 84.9% of the respondents believe that an online platform where they could check availability of sports facilities in their neighbourhood would be very useful. In turn, eight in ten people believe that gathering a group of people who would regularly take part in training requires a lot of commitment on the part of the team captain/leader. Most importantly, in the context of the proposed platform, **nearly three quarters of the respondents (73.6%) expect some kind of support in organising training sessions in their favourite disciplines.**

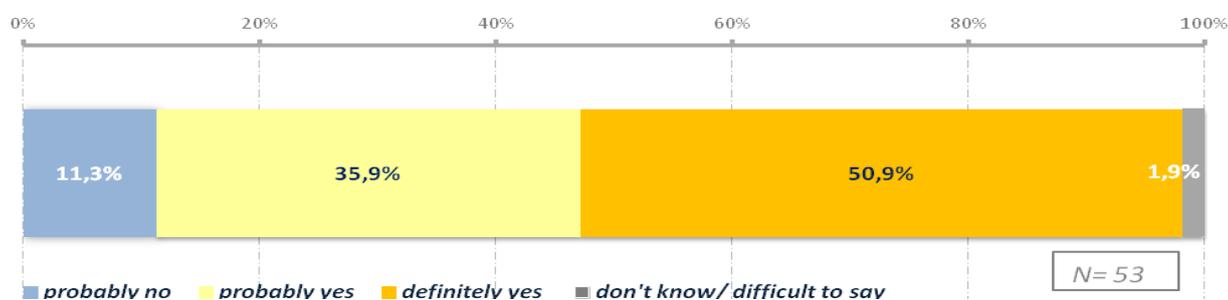
Fig. 8 Opinions on the organisation of joint training sessions in their favourite discipline



3.4 Demand for the platform

One special functionality of *druzynowo.pl* would be to offer training services from coaches/instructors. The presence of a coach during amateur training also represents added value for the respondents. 62.2% of them think that the presence of a professional coach/instructor during a training session is important. In turn, as many as 86.8% of those surveyed expressed their interest in undertaking regular training in their favourite team sport under supervision of a coach.

Fig. 9 Interest in undertaking regular training in a favourite discipline, under supervision of a coach



The respondents expressed very positive opinions about the practical aspects of various functionalities proposed on the platform. Nearly all of them agreed that the following features of *druzynowo.pl* were useful: **possibility to organise regular training sessions (98.1%)**, **possibility to find partners for joint training (96,2%)**, **information on sports facilities in the neighbourhood and their availability (96.2%)**, **possibility to communicate with other players as well as coaches/instructors (94.3%)** and **the opportunity to meet people who are interested in the same sports discipline (90.6%)**.

Fig. 10 Perceived usefulness of different functionalities of the proposed platform



Functionalities of the platform were also presented to Monika Stachowska, who responded very positively to the mission of *druzynowo.pl*.



Monika Stachowska

*(Polish handball player, national team) about *druzynowo.pl*:*

*'Sport, and handball specifically, is the essence of my life. I am one of the lucky few who can honestly say that their job is also their greatest passion. I am on the last lap of my career, increasingly wondering which game will be the last one. Thanks to *druzynowo.pl* I know that this will not happen too soon. I hope that this brilliant idea will become reality before my career ends, which would enable me to go back to basics. Apart from health benefits, the beauty of sports lies in sharing emotions with others, and since sports are about endorphins, the beauty of sports in sharing happiness.'*

The respondents were also asked to indicate the price they would be willing to pay for a 90-minute training session in their favourite team discipline if they had access to a facility, equipment and coach/instruction supervision. The average sum declared per a training unit was slightly above

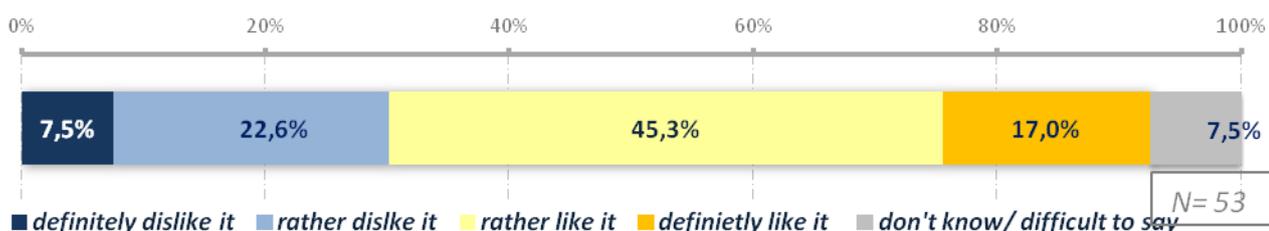
PLN 28. In turn, the median and mode were both PLN 20. Further on in the business plan, financial analysis is provided, based on prices declared by potential users of the platform.

Fig. 11 Costs which potential users are willing to bear

	MEAN	MEDIAN	MODE
	PLN 28.17	PLN 20	PLN 20

At the end of the survey we asked the respondents to assess the name ‘druzynowo.pl’ for the proposed platform. More than two thirds of the respondents expressed a positive opinion (45.3% – ‘rather like it’ and 17.0% – ‘definitely like it’).

Fig. 12 Assessment of the name ‘druzynowo.pl’ for the proposed platform



3.5 Findings from research

Based on the research conducted for this project, we can notice that there is a high potential and need for a platform offering the aforementioned functionalities. The organisation of regular training in team sports is perceived as complicated. The respondents expect an external entity to support this process.

A number of barriers have been identified that druzynowo.pl could address, e.g. **no possibility to set up a training team (85.3%), problems with reaching people who would be interested in doing sports together (76.5%), lack of information about the availability of coaches/instructors for training (61.8%).**

Worth noting are the very positive opinions on the usefulness of various functionalities of the platform where the majority can be offered by an actual portal.

Nearly all the respondents agreed that the following features of druzynowo.pl would be useful: **a possibility to organise regular training sessions (98.1%), a possibility to find partners to do sports together (96.2%), an offering of sports facilities in the neighbourhood with info**

on their availability (96.2%), an opportunity to communicate with other players as well as coaches and instructors (94.3%) and meeting people interested in the same sports discipline (90.6%).

An important business aspect for the portal is that the respondents declare costs at a level which offers an opportunity for the portal to generate income. This issue has been discussed in more detail in Chapter 6. Financial Plan and Sources of Funding.

Summing up, the study has revealed a high potential need for an online platform which would offer the aforementioned functionalities. Users seem positive about the service and its functionalities seem to match their subconscious needs.

4 ANALYSIS OF THE COMPETITIVE ENVIRONMENT

4.1 Analysis of competitors

Based on our knowledge, there is no product on the market which would be similar to the platform described here. At present, there are some online platforms based on a similar idea, i.e. doing a particular sports discipline together, but they have either poor functionality or low flexibility. Such platforms include: zaktywowani.pl, treningsportowe.pl or pilkanahali.pl. The former allows users to search for people interested in the same activity (not necessarily a team sport) in a specific city/town but it forces users to seek partners and sports facilities by themselves, which means that organisation of a joint training session remains a considerable problem.

The address www.treningsportowe.pl offers the possibility to sign up for sports classes with a coach in three disciplines: volleyball, basketball or badminton. The price depends on the number of classes purchased at a time and the type of sports. A single entry costs PLN 30, PLN 35 or PLN 40, depending on the discipline (volleyball, basketball or badminton, respectively). The multi-entry pass lowers the price of a single volleyball session to PLN 22.50 (with 10 sessions), PLN 30 per basketball (with 4 sessions) and PLN 35 for badminton (with 4 sessions). The price includes hall rental, coach supervision and equipment. However, treningsportowe.pl limits its offering to Warsaw and does not offer any opportunity to choose the place of training.

[Pilkanahali.pl](http://pilkanahali.pl) is a portal which enables people to sign up for a game (without a coach) of volleyball, basketball or badminton. The portal offers specific hours and sports halls, specifying the

number of people needed for the session to take place, and users sign up for available slots. Pilkanahali.pl advertises as a portal which operates across Poland, mostly in major cities (Warsaw, Cracow, Poznań and the Tri-city). However, in reality, available training facilities are found in Warsaw, the Tri-City, Legionowo, Włocławek and Pawłowice. Much like treningisportowe.pl, pilkanahali.pl does not enable users to communicate and does not introduce new training facilities.

Apart from the aforementioned websites, there are numerous Facebook groups which enable people interested in a specific discipline in a city/town to communicate. Given the large number of people posting information in those groups, it is difficult to find partners for a team since posts are displayed chronologically, with older posts being pushed towards the bottom.

Competitive analysis has shown that none of the currently available online portals has the functionalities planned for druzynowo.pl. Even though specific portals resemble druzynowo.pl, the target offering is visibly different from that described above and is more attractive. The products offered by competitors are limited to the sale of ready-made sports packages in specific places, or they only enable users to find people interested in the same activity, leaving users with the problem of organising the equipment, the hall and a coach, if required. In turn, druzynowo.pl guarantees comprehensive services to users: from an instant messenger through the sale of sports bundles, ensuring full flexibility and response to customer needs.

Moreover, competitive analysis has shown that there are not too many natural entry barriers on the market which would prevent substitutes of druzynowo.pl from being launched. Therefore, there is a likelihood that competitors who would like to copy the success of druzynowo.pl might emerge. Consequently, druzynowo.pl must build and reinforce its brand right from the start to make sure that it is always linked by users with its unique offering (a product which is adapted to customer needs, in the best locations, at convenient times, dedicated to a specific user group), with good service and a pleasant atmosphere on the platform.

4.2 SWOT / TOWS analysis

Given the innovative nature of the druzynowo.pl platform, a SWOT / TOWS analysis has been conducted. This analysis has identified priorities in respect of business growth.

Tab. 1 SWOT matrix

POTENTIAL STRENGTHS	POTENTIAL WEAKNESSES
<ul style="list-style-type: none"> • An innovative product • Distribution of a product which is nearly tailor-made • A large number of contacts to attract potential customers • A website dedicated to specific users (team sports: a niche) • High flexibility and openness to customer expectations • Possibility to customise the offering to changing needs easily • Building relationships with platform users • High motivation of platform authors 	<ul style="list-style-type: none"> • Market entry of an unknown company • Limited financial resources • Unpredictability of demand for the service – purchase dependent on a specific number of customers • Narrow target market • Business in a poorly developed web sector in sports
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A small number of competitors • Poles' successes in team sports which make disciplines trendy • Increasing confidence in online transactions • Increasing demand for sports and recreation services • Increasing popularity of sports and healthy lifestyles • Improving financial status in the society • Attracting partners with well-known brands 	<ul style="list-style-type: none"> • Low entry barriers in the sector • Reluctant attitudes of public/ municipal sports facilities (schools, municipal sports and recreation centres) • Competitors launching more exciting tech solutions • Changing regulatory framework • Unstable political situation in the country

Source: Authors' analysis

The table above (Tab. 1) shows that strengths and opportunities have a quantitative advantage over weaknesses and threats. For the needs of further analysis of the business, which will identify the most appropriate strategy, five most important factors per category were considered, and weights were allocated to each factor.

Tab. 2 Weighting system

	Weight	Internal factors	Weight	External factors	
	1.00	STRENGTHS	1,00	OPPORTUNITIES	
S1	0.3	An innovative product	0.3	A small number of competitors	O1
S2	0.3	Distribution of a product which is nearly tailor-made	0.2	Increasing confidence in online transactions	O2
S3	0.2	A large number of contacts to attract potential customers	0.2	Increasing demand for sports and recreation services	O3
S4	0.1	A website dedicated to specific users (team sports: a niche)	0.2	Increasing popularity of sports and healthy lifestyles	O4
S5	0.1	High flexibility and openness to customer expectations	0.1	Poles' successes in team sports	O5
	1.00	WEAKNESSES	1.00	THREATS	
W1	0.3	Market entry of an unknown company	0.3	Low entry barriers in the sector	T1
W2	0.2	Unpredictability of demand for the service	0.3	Reluctant attitudes of public/ municipal sports facilities	T2
W3	0.2	Limited financial resources	0.2	Competitors launching more exciting tech solutions	T3

W4	0.2	Narrow target market	0.1	Changing regulatory framework	T4
W5	0.1	Business in a poorly developed web sector in sports	0.1	Unstable political situation in the country	T5

Source: Authors' analysis

4.2.1 SWOT analysis

The SWOT analysis presents the relations between the internal strengths and weaknesses of the platform and the business environment. Subsequent tables show whether or not:

- the identified strengths will help to make use of existing opportunities (Tab. 3),
- the identified strengths will help to overcome threats (Tab. 4),
- the identified weaknesses prevent the use of existing opportunities (Tab. 5),
- the identified weaknesses amplify the impact of threats (Tab. 6).

Tab. 3 Impact of strengths on existing opportunities

Opportunity / Strength	[O1]	[O2]	[O3]	[O4]	[O5]	Weight	Number of interactions	Product of weights and interactions	Rank
[S1]	1	1	1	1	1	0,3	5	1,5	1/2
[S2]	1	1	1	1	1	0,3	5	1,5	1/2
[S3]	1	0	0	0	0	0,2	1	0,2	5
[S4]	1	0	1	1	1	0,1	4	0,4	3/4
[S5]	1	0	1	1	1	0,1	4	0,4	3/4
Weight	0,3	0,2	0,2	0,2	0,1				
Number of interactions	5	2	4	4	4				
Product of weights and interactions	1,5	0,4	0,8	0,8	0,4				
Rank	1	4/5	2/3	2/3	4/5				
Sum of interactions							38		
Sum of products								7,90	

Source: Authors' analysis

Tab. 4 Impact of strengths on existing threats

Threat / Strength	[T1]	[T2]	[T3]	[T4]	[T5]	Weight	Number of interactions	Product of weights and interactions	Rank
[S1]	1	0	0	0	0	0,3	1	0,3	3
[S2]	1	0	1	0	0	0,3	2	0,6	1
[S3]	1	0	1	0	0	0,2	2	0,4	2
[S4]	0	0	0	0	0	0,1	0	0,0	5
[S5]	1	0	1	0	0	0,1	2	0,2	4
Weight	0,3	0,3	0,2	0,1	0,1				
Number of interactions	4	0	3	0	0				
Product of weights and interactions	1,2	0,0	0,6	0,0	0,0				
Rank	1	3/4/5	2	3/4/5	3/4/5				
Sum of interactions							14		
Sum of products								3,30	

Source: Authors' analysis

Tab. 5 Impact of weaknesses on existing opportunities

Opportunity / Weakness	[O1]	[O2]	[O3]	[O4]	[O5]	Weight	Number of interactions	Product of weights and interactions	Rank
[W1]	1	1	0	0	0	0,3	2	0,6	1
[W2]	0	0	0	0	0	0,2	0	0,0	2/3/4/5
[W3]	0	0	0	0	0	0,2	0	0,0	2/3/4/5
[W4]	0	0	0	0	0	0,2	0	0,0	2/3/4/5
[W5]	0	0	0	0	0	0,1	0	0,0	2/3/4/5
Weight	0,3	0,2	0,2	0,2	0,1				
Number of interactions	1	1	0	0	0				
Product of weights and interactions	0,4	0,2	0,0	0,0	0,0				
Rank	1	2	3/4/5	3/4/5	3/4/5				
Sum of interactions							5		
Sum of products								1,32	

Source: Authors' analysis

Tab. 6 Impact of weaknesses on existing threats

Threat / Weakness	[T1]	[T2]	[T3]	[T4]	[T5]	Weight	Number of interactions	Product of weights and interactions	Rank
[W1]	1	1	1	0	1	0,3	4	1,2	1
[W2]	0	1	0	0	0	0,2	1	0,2	3/4/5
[W3]	1	1	1	1	1	0,2	5	1,0	2
[W4]	0	0	0	0	1	0,2	1	0,2	3/4/5
[W5]	0	1	0	0	1	0,1	2	0,2	3/4/5
Weight	0,3	0,3	0,2	0,1	0,1				
Number of interactions	2	4	2	1	4				
Product of weights and interactions	0,6	1,2	0,4	0,1	0,4				
Rank	2	1	3/4	5	3/4				
Sum of interactions							26		
Sum of products								5,50	

Source: Authors' analysis

4.2.2 Strategic TOWS analysis

The TOWS analysis considers external factors (opportunities and threats) in the business environment and confronts them with dispositions and imperfections. Subsequent tables show whether or not:

- the existing opportunities amplify the existing strengths (Tab. 7),
- the existing threats undermine the organisation's strengths (Tab. 8),
- the existing opportunities overcome the weaknesses (Tab. 9),
- the existing threats amplify the weaknesses (Tab. 10).

Tab. 7 Impact of existing opportunities on strengths

Opportunity / Strength	[S1]	[S2]	[S3]	[S4]	[S5]	Weight	Number of interactions	Product of weights and interactions	Rank
[O1]	1	1	1	1	1	0,3	5	1,6	1
[O2]	0	0	0	0	0	0,2	0	0,0	5
[O3]	1	1	0	1	1	0,2	4	0,8	2
[O4]	0	0	0	1	1	0,2	2	0,4	3
[O5]	0	0	0	1	1	0,1	2	0,2	4
Weight	0,3	0,3	0,2	0,1	0,1				
Number of interactions	2	2	1	4	4				
Product of weights and interactions	0,6	0,6	0,2	0,4	0,4				
Rank	1/2	1/2	5	3/4	3/4				
Sum of interactions							27		
Sum of products								5,32	

Source: Authors' analysis

Tab. 8 Impact of existing threats on strengths

Threat / Strength	[S1]	[S2]	[S3]	[S4]	[S5]	Weight	Number of interactions	Product of weights and interactions	Rank
[T1]	1	0	0	1	1	0,3	3	0,9	1
[T2]	0	1	0	0	1	0,3	2	0,6	2/3
[T3]	1	1	0	0	1	0,2	3	0,6	2/3
[T4]	0	0	0	0	0	0,1	0	0,0	5
[T5]	0	0	1	1	0	0,1	2	0,2	4
Weight	0,3	0,3	0,2	0,1	0,1				
Number of interactions	2	2	1	2	3				
Product of weights and interactions	0,6	0,6	0,2	0,2	0,3				
Rank	1/2	1/2	4/5	4/5	3				
Sum of interactions							20		
Sum of products								4,24	

Source: Authors' analysis

Tab. 9 Impact of existing opportunities on weaknesses

Opportunity / Weakness	[W1]	[W2]	[W3]	[W4]	[W5]	Weight	Number of interactions	Product of weights and interactions	Rank
[O1]	1	0	0	0	1	0,3	2	0,6	5
[O2]	1	0	0	0	1	0,2	2	0,4	3/4
[O3]	1	1	0	1	1	0,2	4	0,8	1/2
[O4]	1	1	0	1	1	0,2	4	0,8	1/2
[O5]	1	1	0	1	1	0,1	4	0,4	3/4
Weight	0,3	0,2	0,2	0,2	0,1		1,00		
Number of interactions	5	3	0	3	5				
Product of weights and interactions	1,5	0,6	0,0	0,6	0,5				
Rank	1	2/3	5	2/3	4				
Sum of interactions							32		
Sum of products								6,28	

Source: Authors' analysis

Tab. 10 Impact of existing threats on weaknesses

Threat / Weakness	[W1]	[W2]	[W3]	[W4]	[W5]	Weight	Number of interactions	Product of weights and interactions	Rank
[T1]	0	0	0	0	0	0,3	0	0,0	4/5
[T2]	0	0	0	0	0	0,3	0	0,0	4/5
[T3]	1	0	0	0	0	0,2	1	0,2	2
[T4]	0	0	1	0	0	0,1	1	0,1	3
[T5]	0	1	1	1	1	0,1	4	0,4	1
Weight	0,3	0,2	0,2	0,2	0,1		1,00		
Number of interactions	1	1	2	1	1				
Product of weights and interactions	0,3	0,2	0,4	0,2	0,1				
Rank	2	3/4	1	3/4	5				
Sum of interactions							12		
Sum of products								1,90	

Source: Authors' analysis

4.2.3 Summary of SWOT / TOWS analysis

Tab. 11 Summary results for SWOT / TOWS analysis

Combination	Results of SWOT analysis		Results of TOWS analysis		Summary of SWOT/TOWS	
	Sum of interactions	Sum of products	Sum of interactions	Sum of products	Sum of interactions	Sum of products
Strengths [S]/ Opportunities [O]	38	7,90	27	5,32	65	13,22
Strengths [S]/ Threats [T]	14	3,30	20	4,24	34	7,54
Weaknesses [W]/ Opportunities [O]	5	1,32	32	6,28	37	7,60
Weaknesses [W]/ Threats [T]	26	5,50	12	1,90	38	7,40

Source: Authors' analysis

Tab. 12 Results of the strategic analysis

	Opportunities	Threats
Strengths	Agressive strategy	Conservative strategy
	Number of interactions	Number of interactions
	65	34
	Weighed number of interactions	Weighed number of interactions
	13,22	7,54
Weaknesses	Competitive strategy	Defensive strategy
	Number of interactions	Number of interactions
	37	38
	Weighed number of interactions	Weighed number of interactions
	7,60	7,40

Source: Authors' analysis

The analysis has shown that druzynowo.pl is in the best situation since the advantages of the business can be leveraged in an environment which offers relevant opportunities. The strategy which is most desirable for the business is an aggressive strategy, based on the strengths and

opportunities in the environment. According to Krzysztof Oblój (2007, pp. 337–338), ‘An aggressive strategy (maxi-maxi) involves a maximum use of the synergies between the strengths of an organisation and the opportunities generated by the environment.’ The key strengths of the platform include innovativeness and a distribution of a tailor-made product. These strengths should become the foundation for the strategic advantage of the organisation. The greatest opportunity comes from a small number of competitors, and the existing strengths will help the project to gain a competitive advantage easily.

Based on the analysis of results from the table we can notice that the second largest sum of interactions, immediately following the impact of strengths on opportunities from the SWOT analysis (38), was related to the links between opportunities and weaknesses of the platform (32) from the TOWS analysis. This means that opportunities can overcome the organisation’s weaknesses, which represents a favourable market context for *druzynowo.pl*.

5 MARKETING ACTIVITIES

5.1 Visual identification

Since *druzynowo.pl* will appear online as a completely unknown portal, it is important that brand awareness is built before the launch, and that the range of promotional and marketing messages is expanded after the launch.

Druzynowo.pl will have a clear and legible logo, with white letters of the name against a black background. In order to emphasise the link to sports, the last letter will be presented as a volleyball ball.

Fig. 13 Logo of *druzynowo.pl*



Source: Authors’ analysis

It is planned to produce promotional materials, among them shoe bags (for sports shoes), T-shirts and wrist bands. The colours of promotional materials will be linked to the colours on which the platform layout is based, i.e. white, green and black (see Fig. 2).

The gadgets will be used as gifts for the most active users of the platform and will be offered as prizes in contests organised by *druzynowo.pl*. Customers will receive a gift for the first 50, 100 and 200 training sessions completed. The T-shirt will have the *druzynowo.pl* logo on the front, with the number of training sessions held on the back. The rules of gift distribution will be described in the rules of the web platform. These efforts are aimed at motivating users to register and to sign up for training sessions actively. The system will automatically calculate the number of sessions completed so users will have the opportunity to watch their results without delay. The figures below present designs for some advertising materials.

Fig. 14 Shoe bag design



Source: Authors' analysis

Fig. 15 T-shirt design



Source: Authors' analysis

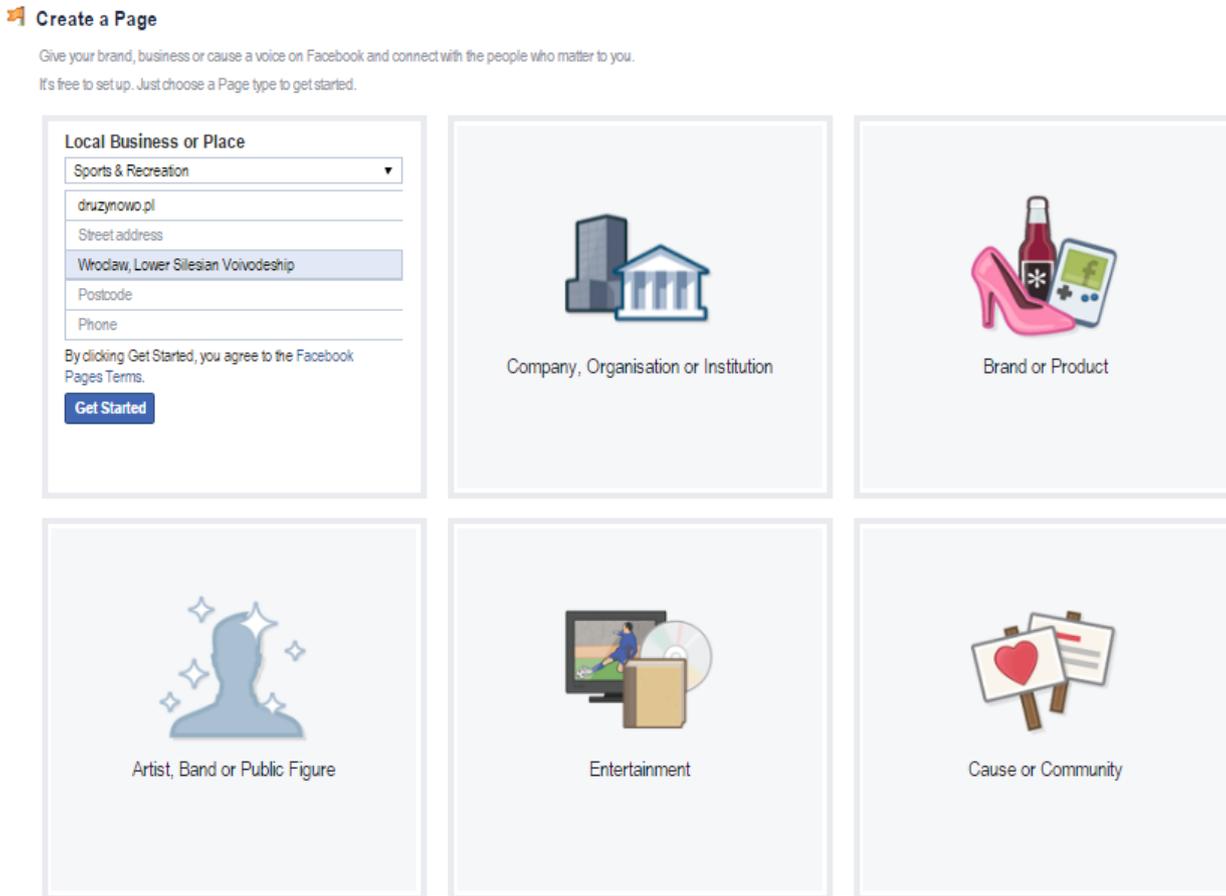
5.2 Website

The druzynowo.pl platform must have proper positioning so that it is visible in the search results by people who use the Internet to seek players for a team, coaches or sport facilities to rent. For the best possible results, news updates will be added to the website every day. All posts will contain key words, among them: ‘amateur sport training session’, ‘a pitch to rent’, ‘a coach to hire’, ‘game partners’. As the website attracts more traffic and more tagged content is added, the platform will occupy an ever higher position among Google search results. It is planned that druzynowo.pl will be displayed in the top three search results.

5.3 Social media

It is planned to set up a website of druzynowo.pl on Facebook, following the type described as ‘Local Business or Place’ (Fig. 3). Apart from information related to the activity of druzynowo.pl, the page would publish sport-related content, such as videos about team sports, results of major matches, or interesting articles. Moreover, the Facebook page would hold contests to boost the activity of users who have ‘liked’ the profile of druzynowo.pl and in order to attach them to the brand.

Fig. 16 Druzynowo.pl on Facebook



Source: https://www.facebook.com/pages/create/?ref_type=bookmark, accessed: 18 June 2016

At the initial stage of development, the *druzynowo.pl* website will be advertised via Facebook. Ads will be targeted at anyone aged 18–55 from major cities, interested in volleyball, basketball or football. These sports enjoy the greatest popularity among amateur players and those disciplines will be the easiest source of the first training groups.

5.4 Open training sessions

Druzynowo.pl will enter the industry as a completely unknown brand, which means the project should actively seek customers and demonstrate the benefits of the platform instead of waiting for people to come across it. For this reason, it is planned to organise a number of open training sessions and invite prospective customers via a Facebook event, with targeting based on geolocation and users' age. People could sign up for training via www.druzynowo.pl in order to

build brand awareness, familiarise customers with the platform and motivate them to set up an account at the portal.

A training session would be conducted free of charge by a coach who is friends with the authors. During the training session, a contest would be held, with one of the advertising gadgets of *druzynowo.pl* to be won. Moreover, the people who are present at the session would receive special discount codes valid for another month for one training session purchased via the platform.

6 FINANCIAL PLAN AND SOURCES OF FUNDING

6.1 Capital requirement

The capital requirement needed for the launch of the project is PLN 50,000. The preliminary estimates have shown that in order to ensure a smooth launch, the project must spend money on developing a website that would meet the basis project criteria. The development cost of such a website is estimated at PLN 5,000.

Another cost item which is essential at the initial stage concerns marketing services. They are crucial for an effective launch of the project. The estimates and calculations have shown that the marketing services needed for a successful launch of the project would cost PLN 30,000.

The amount of PLN 10,000 is allocated for the first payments associated with the project. Those costs are related to the first fees for the rental of training halls and coaches as well as costs associated with running the business.

The remaining PLN 5,000 would be a security buffer intended to cover unexpected costs related to the start of the business. Summing up all the aforementioned costs, the initial capital requirement will reach PLN 50,000.

Further on, it is proposed that a web platform will be developed and it will meet all the criteria adopted in *druzynowo.pl*. The cost of such a web platform has been estimated at PLN 25,000. However, the financial plan assumes that the cost would be covered from the initial profits generated from the project.

Summing up, the initial capital requirement is PLN 50,000 and will be used to pay for website development in accordance with the essential project criteria, marketing services and the

first project-related fees. Further on, the cost of developing a comprehensive web platform would arise: PLN 25,000.

6.2 Variant I – forecast income, costs, profits and cash flows in subsequent years

Variant I is based on the assumption that one training session costs PLN 200 in total for the hall rental and coach services. On the other hand, a price per one training session per person is PLN 20. In indoor team sports, a maximum of 14 people can take part in a training session. In order for a session to take place, a minimum number of 10 participants is needed, then the costs would pay off. The assumption is based on a participation of 12 people per training session on average. In that case, the income from one training session would be PLN 240, with a profit of PLN 40.

Variant I assumes that there would be approx. 48 training sessions per one hall during the first month. The total fixed cost would amount to PLN 9,600, and the income would reach PLN 11,520. The monthly profit would be PLN 1,990.00. In subsequent months, both the number of halls and training sessions would increase systematically. At the end of the first season, a total of six halls would collaborate with the project, holding 288 training sessions in a month (on average, two sessions a day in one hall). In the last year of business, collaboration with a minimum of 30 halls is planned.

Below presented is the calculation of income earned from training sessions held in the course of the first five years of the project:

Tab. 13 Estimated income in Years 1–5 for Variant I.

Year	Year 1	Year 2	Year 3	Year 4	Year 5
No. of training sessions	2,640	6,624	11,520	13,824	17,280
Income per 1 session (PLN)	240.00	240.00	240.00	240.00	240.00
Total income (PLN)	633,600.00	1,589,760.00	2,764,800.00	3,317,760.00	4,147,200.00

Source: Authors' analysis

As can be seen from the attached table (Tab. 1), in the first year of business it is planned to hold 2,640 training sessions, which would generate a total income of PLN 633,600.00. In the subsequent year, owing to marketing efforts, the number of training sessions would go up to 6,624,

generating a total income of PLN 1,589,760.00. In the third year, once the web platform which meets the project criteria has been completed, the number of training sessions would go up to an estimated figure of 11,520 and generate an income of PLN 2,764,800.00. In years 4–5, the number of training sessions based on the assumed calculations would continue to rise as a result of collaboration with a rising number of training halls in Poland. It has been estimated that the number of training sessions in the fifth year of operation would reach 17,280, with an income of PLN 4,147,200.00.

Below presented is a calculation of variable costs connected with the training sessions held, for the first five years of operation:

Tab. 14 Calculation of variable costs in Years 1–5 for Variant I

Year	Year 1	Year 2	Year 3	Year 4	Year 5
No. of training sessions	2,640	6,624	11,520	13,824	17,280
Cost per 1 session (PLN)	200.00	200.00	200.00	200.00	200.00
Total costs (PLN)	528,000.00	1,324,800.00	2,304,000.00	2,764,800.00	3,456,000.00

Source: Authors' analysis

The attached table (Tab. 2) shows that the estimated total costs of training sessions in the first year would total PLN 528,000.00. In the subsequent year, given a significant increase in the number of training sessions, the variable costs would go up to PLN 1,324,800.00. In the third year, the estimated costs would reach PLN 2,304,000.00. In Years 4–5, based on the assumed calculations, the figure would rise by approx. PLN 400,000 in the fourth year and then, in the fifth year, by PLN 700,000 to a figure of PLN 3,456,000.

Another table presents the anticipated fixed costs for the first five years of operation:

Tab. 15 Calculation of fixed costs for Variant I

Year	Year 1	Year 2	Year 3	Year 4	Year 5
Marketing (PLN)	20,000.00	80,000.00	60,000.00	50,000.00	40,000.00
IT services (PLN)	20,000.00	60,000.00	60,000.00	60,000.00	60,000.00
Accounting (PLN)	12,000.00	18,000.00	24,000.00	30,000.00	30,000.00
Web platform (PLN)		25,000.00	-	-	-
Salaries (PLN)	18,000.00	18,000.00	180,000.00	180,000.00	360,000.00

Servers (PLN)			20,000.00	20,000.00	20,000.00
Modernisation work for the platform (PLN)			10,000.00	10,000.00	10,000.00
Security for the platform (PLN)			20,000.00	20,000.00	20,000.00
Total fixed costs	70,000.00	201,000.00	354,000.00	350,000.00	520,000.00

Source: Authors' analysis

As can be seen from the table above (Tab. 3), the following fixed costs have been mentioned: IT services, accounting services, web platform development, payroll, server room costs, upgrading work, and security for the platform. In the first year, the total variable costs are forecast at PLN 70,000. The fixed costs will rise to PLN 201,000 due to marketing services. In Years 1–2, the calculation does not include the servers, upgrading work or security for the platform since the platform is expected to be fully developed at the start of the third year of business operation. Starting from that year onwards, the total fixed costs will go up to PLN 354,000. In Years 3–5 it is planned to reduce marketing costs gradually, yet fixed costs in the fifth year will reach PLN 520,000 due to rising salaries.

The table below shows a complete calculation of cash flows in Variant I:

Tab. 16 Cash flow calculation for Variant I (in PLN)

Year	Year 1	Year 2	Year 3	Year 4	Year 5
Operating income (PLN)	633,600.00	1,589,760.00	2,764,800.00	3,317,760.00	4,147,200.00
Variable costs (PLN)	528,000.00	1,324,800.00	2,304,000.00	2,764,800.00	3,456,000.00
Fixed costs (PLN)	70,000.00	201,000.00	354,000.00	350,000.00	520,000.00
Gross profit (PLN)	35,600.00	63,960.00	106,800.00	202,960.00	171,200.00
Tax (PLN)	6,764.00	12,152.40	20,292.00	38,562.40	32,528.00
Net profit (PLN)	28,836.00	51,807.60	86,508.00	164,397.60	138,672.00

Source: Authors' analysis

As can be seen from the table above (Tab. 4), with the estimated income and costs, the net profit in the first year of business should reach PLN 28,836.00. In the second year, owing to marketing efforts and growing popularity, the net profit is estimated at PLN 51,807.60. Starting from Year 3, when the online platform is launched, the profit is planned to reach PLN 86,508, and starting from Year 4, the net profit based on the assumed calculations should exceed a threshold of PLN 100,000.

6.3 Variant II – forecast income, costs, profits and cash flows in subsequent years

Variant II assumes that one training session will cost PLN 240 in total, for the facility and the coach. The price per person per one training session will be PLN 24. As in the previous variant, a maximum of 14 people can take part in a single training session in a training hall, and the minimum number of participants for a session to take place is 10. As in the previous variant, an assumption was made that the average number of participants per a training session is 12. In that case, the income from a training session would amount to PLN 288, and the profit per a single session would be PLN 48.

The second variant provides that a total of 24 training sessions in a single hall would be held in a month. The total variable cost in that case would be PLN 5,760, whereas the income would be PLN 6,912. The monthly profit would reach PLN 1,152. Much as in Variant I, the number of halls and training sessions would increase in subsequent months. However, towards the end of the first year, the planned collaboration would take place with four halls, with a total of 192 training sessions per month (on average, two sessions a day in one hall). The estimated increase in the number of training halls for this variant would mean that during the fifth year of business collaboration with 24 training halls would have been established.

Below presented is the calculation of income earned from training sessions in the course of five years of the project:

Tab. 17 Estimated income for Years 1–5 for Variant II

	Year 1	Year 2	Year 3	Year 4	Year 5
Total no. of training sessions	1,512	3,312	5,184	9,792	13,824
Income per 1 session (PLN)	288.00	288.00	288.00	288.00	288.00
Total income (PLN)	435,456.00	953,856.00	1,492,992.00	2,820,096.00	3,981,312.00

Source: Authors' analysis

As seen from the table above (Tab. 5), the income in Year 1 is planned at PLN 435,456.00. In the subsequent year, as collaboration is established with more halls, and an aggressive marketing campaign is conducted, the income would increase to PLN 953,856. In Year 3, the business would organise approx. 5,184 training sessions, which would generate an income of PLN 1,492,992.00. In the fourth year, the platform would be launched, which would significantly increase the number of collaborating halls and the number of training sessions. Based on the assumptions made in this

project, the number of sessions would go up to approx. 9,800, generating an income of PLN 2,820,096.00. During the fifth year, the estimated income would reach PLN 3,981,312.00.

The table below (Tab. 6) presents calculations of variable costs associated with the training sessions in Variant II:

Tab. 18 Calculation of variable costs in Years 1–5 for Variant II

	Year 1	Year 2	Year 3	Year 4	Year 5
Total no. of training sessions	1,512	3,312	5,184	9,792	13,824
Cost per 1 session (PLN)	240.00	240.00	240.00	240.00	240.00
Total costs (PLN)	362,880.00	794,880.00	1,244,160.00	2,350,080.00	3,317,760.00

Source: Authors' analysis

During the first year, the total variable costs associated with the organisation of the proposed approx. 1,512 training sessions would be PLN 362,880. In turn, in the subsequent two years, as the number of halls gradually increases, the variable costs would go up, reaching PLN 1,244,160.00. In the fourth year, when the online platform is launched as planned, the number of halls and training sessions should increase considerably, and generate variable costs of PLN 2,350,080.00. In the fifth year, the variable cost is planned to reach PLN 3,317,760.00.

The table below presents fixed costs for Variant II:

Tab. 19 Calculation of fixed costs for Variant II

Year	Year 1	Year 2	Year 3	Year 4	Year 5
Marketing (PLN)	20,000.00	40,000.00	60,000.00	50,000.00	40,000.00
IT services (PLN)	15,000.00	15,000.00	15,000.00	60,000.00	60,000.00
Accounting (PLN)	12,000.00	12,000.00	12,000.00	24,000.00	30,000.00
Web platform (PLN)			25,000.00		
Salaries (PLN)	18,000.00	18,000.00	43,200.00	144,000.00	180,000.00
Servers (PLN)				20,000.00	20,000.00
Modernisation work for the platform (PLN)				10,000.00	10,000.00
Security for the platform (PLN)				20,000.00	20,000.00
Total fixed costs (PLN)	65,000.00	85,000.00	155,200.00	308,000.00	340,000.00

Source: Authors' analysis

Fixed costs in this variant are lower than in Variant I due to the lower costs of IT services in the first three years. This reduction is connected with the lower intensity of the website operation

and, consequently, a lower risk of technical problems on the website. Another difference is associated with the year when the web platform which meets project requirements is completed. In Variant II, it is planned to develop a platform worth PLN 25,000 at the end of the third year. Moreover, the costs of servers, upgrades and security for the platform will run from Year 4 onwards, rather than from Year 3, as was the case in Variant I.

And, finally, the complete calculation of cash flows for Variant II is presented:

Tab. 20 Cash flow calculation for Variant I

Year	Year 1	Year 2	Year 3	Year 4	Year 5
Operating income (PLN)	435,456.00	953,856.00	1,492,992.00	2,820,096.00	3,981,312.00
Variable costs (PLN)	362,880.00	794,880.00	1,244,160.00	2,350,080.00	3,317,760.00
Fixed costs (PLN)	65,000.00	85,000.00	155,200.00	308,000.00	340,000.00
Gross profit (PLN)	7,576.00	73,976.00	93,632.00	162,016.00	323,552.00
Tax (PLN)	1,439.44	14,055.44	17,790.08	30,783.04	61,474.88
Net profit (PLN)	6,136.56	59,920.56	75,841.92	131,232.96	262,077.12

Source: Authors' analysis

As seen from the table above (Tab. 8), the business plans to generate profits in each year of its operation. According to the estimates for Year 1, the profit will reach merely PLN 6,136.56 whereas it will skyrocket to PLN 59,920.56 in the subsequent year. Starting from the launch of the web platform (i.e. Year 4), the profit will exceed PLN 100,000 and will amount to PLN 131,232.96, reaching PLN 262,077.12 in the last year covered by the estimates.

6.4 Key financial ratios

The table below presents the essential ratios such as gross margin, quantitative break-even point, value-based break-even point, NPV and IRR for Variant I.

Tab. 21 Ratios for Variant I

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross margin	17%	17%	17%	17%	17%
BEP, quantitative	1,750	5,025	8,850	8,750	13,000
BEP, value (PLN)	420,000.00	1,206,000.00	2,124,000.00	2,100,000.00	3,120,000.00
NPV (PLN)	137,121.01				
IRR	104%				

Source: Authors' analysis

As we can see from the table (Tab. 6), the gross margin for Variant I is 17% in all years. The quantitative break-even point in the first year should amount to 1,750 training sessions. This means that a minimum of 1,750 training sessions must be held for the business not to suffer a loss. When converted into a value-based break-even point, the platform should generate an income of PLN 420,000 to break even.

In subsequent years, as a result of increasing fixed costs, the quantitative break-even point will rise to 5,025 training sessions and, during the second year, the business should generate an income of PLN 1,206,000.00 to prevent a loss. In years 3 to 5, the quantitative BEP will continue to increase and it should reach 13,000 training sessions in the fifth year, with a maximum income of PLN 3,120,000.00 to prevent a loss.

With an expected rate of return at 30%, the NPV amounts to PLN 137,121.01. The positive NPV value means that the rate of return for this undertaking is higher than the threshold value, in connection with the discount rate of 30%, as adopted for calculations (Grzenkiewicz N., Kowalczyk J., Kusak A., Podgórski Z., Ambroziak M., 2008, p. 243). Since the NPV is above zero, Variant I for the investment discussed here may be pursued since it will generate specific financial benefits for the business, thus increasing its value.

The IRR amounts to 104% (Grzenkiewicz N., Kowalczyk J., Kusak A., Podgórski Z., Ambroziak M., Podstawy 2008, p. 245). The difference between the IRR and the specific percentage is 74%, which means that the investment is highly profitable and guarantees high profits in future.

Below presented are the key ratios for Variant II:

Tab. 22 Ratios for Variant II

	1	2	3	4	5
Gross margin	17%	17%	17%	17%	17%
BEP quantitative	1,355	1,771	3,234	6,417	7,084
BEP, value (PLN)	325,000.00	425,000.00	776,000.00	1,540,000.00	1,700,000.00
NPV (PLN)	141,230.35				
IRR	92%				

Source: Authors' analysis

The table above (Tab. 10) shows that the gross margin for Variant II in all years should be 17%, much like in Variant I. Based on the adopted assumptions, the quantitative break-even threshold in the first year will amount to 1,353 training sessions. This means that this is the minimum number of training sessions needed to prevent a loss on the business. When converted into the value-based break-even point, the initiative should generate PLN 325,000 in order to cover the costs of the business.

In subsequent years, due to the increasing fixed costs, the quantitative break-even point would rise to 1,771 training sessions and the income needed to prevent losses in the second year of activity should be PLN 425,000.00. In the third year, the quantitative BEP should rise again, this time to 3,234 training sessions and the business should generate a minimum of PLN 776,000.00 to prevent a loss. By the fifth year, the quantitative BEP would reach 7,084 training sessions, and the business should generate an income of PLN 1,700,000.00 to break even.

With an expected rate of return amounting to 30%, the NPV will amount to PLN 141,230.35. A positive value of the NPV means that the rate of return for the business is higher than the threshold rate, in connection with the discount rate of 30%, as adopted for calculations. Since NPV is above zero, Variant II for the aforementioned investment may be implemented since it will bring specific financial benefits for the business and, as such, will increase its value.

The IRR is 92%. The difference between the IRR and a specific percentage rate is 62%, which means that this investment is highly profitable and guarantees high profits in future.

When comparing two variants, we see that NPV for Variant I is lower than for the other scenario, and the IRR for Variant I has a higher percentage figure. When interpreting this result we should conclude that Variant II is more profitable yet it is characterised by a greater risk of

implementation versus the first scenario, whose future potential value is lower but the project stands a greater chance for success.

6.5 Sources of financing for the project

The Group has adopted an assumption that one variant of financing would involve crowdfunding. According to a definition, crowdfunding is a form of project funding by a community which stays around the projects concerned once the funds have been collected (<http://crowdfunding.pl/2011/11/25/definicje-crowdfundingu>). An enterprise is financed by a large number of small, one-off payments made by people who are interested in the project. In the case of druzynowo.pl, an assumption was made that people who want to actively practice various sports disciplines will decide to support the project financially in exchange of the possibility to take part in training sessions organised via the platform in future.

Another source of funding may be to approach a private equity fund asking for a sum of money needed to start the business. Private Equity funds invest in non-listed companies which are characterised by a high risk of performance but also a high rate of return (Dębski W., 2010, p. 131) In the case of druzynowo.pl, the high NPV and IRR values speak in favour of the project and, as such, might attract a private equity fund to this investment. A negative aspect of this financing method is that some shares in the business must be given away to the fund in exchange of the seed capital needed to start the business.

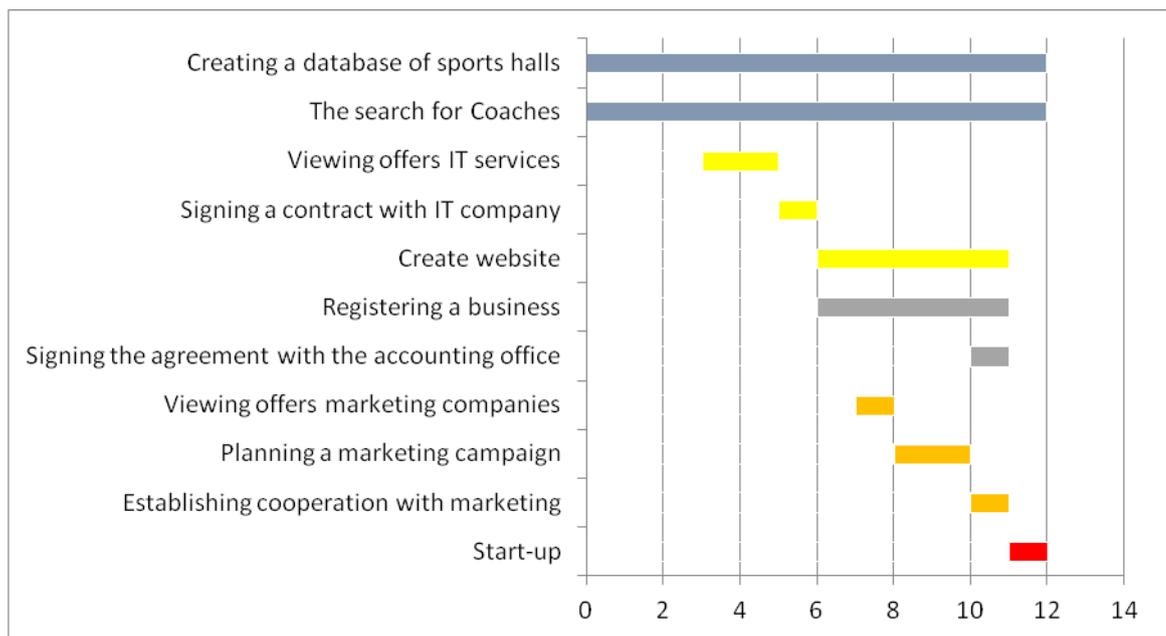
7 IMPLEMENTATION SCHEDULE

This chapter presents the implementation schedule for druzynowo.pl. In order for the project to commence, a few key steps must be taken. The authors should set up a database with information on sports halls where people will be able to train, and there is a need to collect offers from coaches who could conduct such training sessions. An important element is to register a business for the project to operate. One crucial element in the process is to develop a website where participants could register for classes. Moreover, a contract with an accounting office should be signed so that the business can properly operate in financial terms. And, finally, it is very important to sign a

contract with a marketing services provider in order to launch a marketing campaign before the business gets really started.

Below presented is the Gant diagram, showing the sequence of the steps mentioned above.

Fig. 17 Gant diagram



Source: Authors' analysis

The diagram presented above indicates that 12 months are needed to commence activities, starting from the moment when a database is set up and coaches are sought. Both those tasks will be continued throughout the implementation period.

In the third month, one should commission website development so that the website is fully operational one month prior to the proposed launch date. The anticipated duration for website development, including a review of web developers' offers IT and signing a contract with the selected provider, would be about eight months.

Six months after the start of the launch, one would need to start registering the business in various government agencies, and this would take approx. five months. One month before the proposed business registration one should start a review of offers from accounting companies to make sure that a contract with an accounting provider can be signed upon the start of the business.

During the seventh month one should send inquiries and explore offers from marketing services providers and one should start planning a marketing campaign to make sure that a contract with a provider can be signed one day before the business launch.

Summing up, the entire project will take approx. 12 months to complete. In order for the project to have a smooth start, it is important to set up a database of training halls and coaches and to set up a website which meets the project criteria. In addition, before starting the business, one should develop a marketing plan and register the business.

8 SUMMARY

The ‘druzynowo.pl’ platform is a response to the demand existing on the team games training market. Its advantage lies in common access via the Internet and absence of comprehensive solutions from competitors.

Above all, ‘druzynowo.pl’ addresses unmet needs of amateur athletes, which enables the emergence of all the interdependent factors that help people to undertake cyclical training in team games. The proposed model is unique in that it provides comprehensive customer service, from the moment when an individual wants to train up until the person achieves satisfaction with performing regular sports activity.

The proposed undertaking also entails additional benefits such as a publicly accessible catalogue of sports facilities for team sport disciplines in Poland. Moreover, it offers some potential for coaches/instructors to expand their professional activity.

Based on the analysis performed by the project team and the proposed business model, the platform can be recommended for implementation. The forecasts presented here offer a high likelihood of ‘druzynowo.pl’ finding a place on the real market.

9 BIBLIOGRAPHY

1. Antoszkiewicz J. D., Metody skutecznego zarządzania, IOPM Orgmasz, 1996.
2. Babbie E., Badania społeczne w praktyce, Wydawnictwo Naukowe PWN, 2006.
3. Barrow C., Biznes w sieci, Wydawnictwo FELBERG SJA, 2006.
4. Dębski W., Rynek finansowy i jego mechanizmy- podstawy teorii i praktyki, PWN, 2010.
5. Dobelli R., Sztuka jasnego myślenia czyli 52 błędy poznawcze, które lepiej nie popełniają inni, Wydawnictwo Laurum, 2014
6. Dutko M., E-biznes, Poradnik praktyka, Wydawnictwo Helion, 2010.
7. Gladwell M., Punkt przełomowy- o małych przyczynkach wielkich zmian, Wydawnictwo: Znak, 2009.
8. Godziszewski B., Haffer M., Stankiewicz M. J., Sudoł S., Przedsiębiorstwo, Teoria i praktyka zarządzania, Polskie Wydawnictwo Ekonomiczne, 2011.
9. Górski M., Kalwasińska E., Maciejowska D., Szczęsny W., Śliwa J., Winter M., Wprowadzenie do finansów i rachunkowości, Wydawnictwo Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego, 2010,
10. Grzenkiewicz N., Kowalczyk J., Kusak A., Podgórski Z., Ambroziak M., Podstawy Funkcjonowania przedsiębiorstw, Dom Wydawniczy Elipsa, 2008
11. Harvard Business School, Biznesplan, Wydawnictwo Helion, 2008.
12. Kotler P., Marketing, Dom Wydawniczy Rebis, 2012.

Literature:

13. Nicholas T.N., Czarny Łabędź o skutkach nieprzewidywalnych zdarzeń, Wydawnictwo Kurhaus Publishing, 2014,
14. Oblój K., Strategia organizacji, PWE Polskie Wydawnictwo Ekonomiczne, 2014.
15. Opolski K., Waśniewski K., Biznes plan. Jak go budować i analizować?, CeDeWu, 2011.
16. Pilarczyk B., Mruk H. red., Kompendium Wiedzy marketingu, Wydawnictwo Naukowe PWN, 2013.
17. Pink D. H., Drive, kompletnie nowe spojrzenie na motywacje, Wydawnictwo Studio EMKA, 2011.

18. Tiffany P., Peterson S., Tworzenie biznesplanu dla bystrzaków, Wydawnictwo Helion, 2009.
19. TNS Polska, Aktywność sportowa Polaków. 2015.

Websites:

1. www.pilkanahali.pl.
2. www.treningisportowe.pl,
3. www.zaktywowani.pl,
4. <http://crowdfunding.pl/2011/11/25/definicje-crowdfundingu/ZALACZNIKI>

9.1 Survey questionnaire

<p>Witajcie, Jesteśmy grupą studentów, która w ramach FIFA/CIES Programme in Sport Management przygotowuje projekt wdrożenia platformy internetowej zrzeszającej sportowców amatorów chcących rozpocząć treningi z zakresu dyscyplin drużynowych lub uprawiających już gry zespołowe. Mamy prośbę o wyrażenie opinii na temat przydatności uruchomienia tego typu portalu, na którym można będzie znaleźć m.in. grupę treningową, informacje o dostępności hal sportowych, ofertę profesjonalnych instruktorów i trenerów. Ankieta jest w pełni anonimowa, zebrane dane będą analizowane tylko w zbiorczych tabelach statystycznych. Zachęcamy do wzięcia udziału w ankiecie poprzez kliknięcie poniższego linku:</p>						
IDENTYFIKACJA POTENCJANYCH POTRZEB KLIENTÓW PLATFORMY						
	Który opis najlepiej przedstawia Twoją sytuację?					
A1	<p>1. interesuję się swoją ulubioną dyscypliną zespołową ale nigdy jej nie trenowałem i chciał(a)bym zacząć trenować 2. trenowałem kiedyś swoją ulubioną dyscyplinę zespołową i rozważam znów zacząć treningi 3. lubię grać w swoją ulubioną grę zespołową, ale trudno zebrać mi drużynę do regularnych treningów 4. lubię grać w swoją ulubioną grę zespołową i uczestniczę w nieregularnych treningach/gierkach/turniejach 5. lubię grać w swoją ulubioną grę zespołową i uczestniczę w regularnych treningach/gierkach/turniejach 6. inna sytuacja (jaka?).....</p>					
A2	<p><i>Jeśli A1=1,2,3,4</i> Jakie bariery uniemożliwiają Ci regularny trening swojej ulubionej gry zespołowej? Proszę ocenić poszczególne bariery w skali od 1 do 4, gdzie: 1 oznacza zdecydowanie nie, 2 – raczej nie, 3 – raczej tak, 4 – zdecydowanie tak, 9 - nie wiem, trudno powiedzieć, które z poszczególnych barier uniemożliwiają Ci regularny trening swojej ulubionej gry zespołowej:</p>	zdecydowanie nie	raczej nie	raczej tak	zdecydowanie tak	nie wiem, trudno powiedzieć
A2.1	brak oferty treningowej z zakresu mojej ulubionej gry zespołowej w okolicy	1	2	3	4	9
A2.2	brak możliwości skompletowania drużyny treningowej	1	2	3	4	9
A2.3	brak dostępu do profesjonalnych instruktorów/trenerów	1	2	3	4	9
A2.4	brak informacji o dostępności obiektów sportowych w okolicy	1	2	3	4	9
A2.5	brak dostępu do obiektów w okolicy	1	2	3	4	9
A2.6	trudność dotarcia do osób, które byłyby zainteresowane wspólnym treningiem	1	2	3	4	9
A2.7	brak informacji o możliwości zaangażowania trenerów/instruktorów w trening	1	2	3	4	9
A3	<p>Jaka jest Twoja opinia na temat organizacji wspólnych treningów z zakresu swojej ulubionej dyscypliny sportowej? Proszę ocenić w skali od 1 do 4, gdzie: 1 oznacza zdecydowanie się nie zgadzam, 2 – raczej się nie zgadzam, 3 – raczej się zgadzam, 4 – zdecydowanie się zgadzam, 9 - nie wiem, trudno powiedzieć, na ile zgadzasz się z poniższymi stwierdzeniami:</p>	zdecydowanie się nie zgadzam	raczej się nie zgadzam	raczej się zgadzam	zdecydowanie się zgadzam	nie wiem, trudno powiedzieć
A3.1	Wspólny, amatorski, cykliczny trening z zakresu gier zespołowych to trudne organizacyjnie przedsięwzięcie.	1	2	3	4	9
A3.2	Skompletowanie grupy, która cyklicznie uczestniczyłaby w treningu wymaga dużego zaangażowania kapitana/lidera drużyny.	1	2	3	4	9
A3.3	Znalezienie obiektu do uprawiania mojej ulubionej dyscypliny wolał(a)bym komuś zlecić.	1	2	3	4	9
A3.4	Oczekiwał(a)bym wsparcia od kogoś przy organizacji treningów z zakresu mojej ulubionej dyscypliny sportowej.	1	2	3	4	9
A3.5	Platforma internetowa, na której mógłbym sprawdzić dostępność obiektów sportowych w okolicy byłaby bardzo przydatna.	1	2	3	4	9
A3.6	Obecność profesjonalnego trenera/instruktora podczas treningu jest dla mnie istotna.	1	2	3	4	9
Nr pyt.	B. ZAPOTRZEBOWANIE NA PLATFORMĘ					
B1	<p>Czy był(a)byś zainteresowany(a) podjęciem regularnych treningów z zakresu swojej ulubionej gry zespołowej pod okiem trenera? 1. zdecydowanie nie 2. raczej nie 3. raczej tak</p>					

	4. zdecydowanie tak 9. <i>nie wiem, trudno powiedzieć</i>					
B2	Jak oceniasz pomysł na portal? Proszę ocenić poszczególne funkcje platformy w skali od 1 do 4, gdzie: 1 oznacza zdecydowanie nie, 2 – raczej nie, 3 – raczej tak, 4 – zdecydowanie tak, 9 - <i>nie wiem, trudno powiedzieć</i> , które z poszczególnych funkcji uważasz za przydatne:	zdecydowanie nie	raczej nie	raczej tak	zdecydowanie tak	nie wiem, trudno powiedzieć
B2.1	możliwość znalezienia partnerów do wspólnych treningów	1	2	3	4	9
B2.2	oferta obiektów sportowych w okolicy	1	2	3	4	9
B2.3	dostępność obiektów sportowych w okolicy	1	2	3	4	9
B2.4	poznanie osób zainteresowanych tą samą dyscypliną sportową	1	2	3	4	9
B2.5	poznanie instruktorów/trenerów swojej ulubionej dyscypliny	1	2	3	4	9
B2.6	możliwość zorganizowania cyklicznych treningów	1	2	3	4	9
B2.7	możliwość komunikacji z innymi zawodnikami, a także instruktorami i trenerami	1	2	3	4	9
B2.8	wymiana doświadczeń z zakresu prowadzenie treningu	1	2	3	4	9
B3.	Ile pieniędzy byłbyś/byłabyś skłonny/a zapłacić za 1,5 godzinny trening swojej ulubionej dyscypliny drużynowej, na którym zapewniony byłby dostęp do obiektu, sprzęt sportowy, opieka trenera/instruktora?					
B4	Czy masz jakiś pomysł na nazwę domeny omawianego portalu? 1. tak (jaki?) www.....pl 2. nie					
B5	Co sądzisz o nazwie druzynowo.pl? 1. zdecydowanie mi się nie podoba 2. raczej mi się nie podoba 3. raczej mi się podoba 4. zdecydowanie mi się podoba 9. <i>nie wiem, trudno powiedzieć</i>					
M. METRYCZKA						
M1	Płeć: 1. kobieta 2. mężczyzna					
M2	Wiek: 1. Poniżej 18 lat 2. 18-24 3. 25-39 4. 40-59 5. 60 i więcej lat					
M3	W treningach z jakiej dyscypliny chciał(a)byś uczestniczyć? 1. siatkówka 2. koszykówka 3. piłka ręczna 4. piłka nożna 5. inna (jaka?).....					
M4	Jaka jest wielkość zamieszkiwanej przez Ciebie miejscowości? 1. Wieś 2. Miasto (do 50 tys. mieszkańców) 4. Miasto (od 50 do 200 tys. mieszkańców) 5. Miasto powyżej 200 tys. mieszkańców					

LIST OF FIGURES

Fig. 1 Goals of functioning of druzynowo.pl platform.....	4
Fig. 2 Stakeholders of "druzynowo.pl" platform.....	5
Fig. 3 Operating model for the druzynowo.pl platform.....	9
Fig. 4 Graphic design for druzynowo.pl.....	10
Fig. 5 Sample structure	13
Fig. 6 Respondent's current status.....	14
Fig. 7 Barriers to training.....	15
Fig. 8 Opinions on the organisation of joint training sessions in their favourite discipline ..	15
Fig. 9 Interest in undertaking regular training in a favourite discipline, under supervision of a coach	16
Fig. 10 Perceived usefulness of different functionalities of the proposed platform.....	17
Fig. 11 Costs which potential users are willing to bear.....	18
Fig. 12 Assessment of the name 'druzynowo.pl' for the proposed platform	18
Fig. 13 Logo of druzynowo.pl	29
Fig. 14 Shoe bag design.....	30
Fig. 15 T-shirt design.....	30
Fig. 16 Druzynowo.pl on Facebook	32
Fig. 17 Gant diagram	43

LIST OF TABLES

Tab. 1 SWOT matrix	21
Tab. 2 Weighting system	22
Tab. 3 Impact of strengths on existing opportunities	23
Tab. 4 Impact of strengths on existing threats	24
Tab. 5 Impact of weaknesses on existing opportunities	24
Tab. 6 Impact of weaknesses on existing threats.....	25
Tab. 7 Impact of existing opportunities on strengths	26
Tab. 8 Impact of existing threats on strengths.....	26

Tab. 9 Impact of existing opportunities on weaknesses	27
Tab. 10 Impact of existing threats on weaknesses.....	27
Tab. 11 Summary results for SWOT / TOWS analysis.....	28
Tab. 12 Results of the strategic analysis.....	28
Tab. 13 Estimated income in Years 1–5 for Variant I.....	34
Tab. 14 Calculation of variable costs in Years 1–5 for Variant I.....	35
Tab. 15 Calculation of fixed costs for Variant I.....	35
Tab. 16 Cash flow calculation for Variant I (in PLN).....	36
Tab. 17 Estimated income for Years 1–5 for Variant II.....	37
Tab. 18 Calculation of variable costs in Years 1–5 for Variant II.....	38
Tab. 19 Calculation of fixed costs for Variant II.....	38
Tab. 20 Cash flow calculation for Variant I.....	39
Tab. 21 Ratios for Variant I.....	40
Tab. 22 Ratios for Variant II.....	41