

## Work Package 3

# *Strategy and Action Plan of Raising Awareness on Dual Career through Media*

*Working Document*

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# STRATEGY AND ACTION PLAN OF RAISING AWARENESS ON DUAL CAREER THROUGH MEDIA

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## MANAGEMENT SUMMARY

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This report relates to Work Package 3 ‘Development of Strategy and Recommendations’ and is nurtured from the results of Work Package 2 ‘Desk Research and Gap Analysis’. Based on a thorough analysis of strengths, weaknesses, opportunities and threats assessed in different areas (i.e., political, economic, social, technological, environmental and legal), a clear communication of objectives to raise awareness for the Dual Careers (DC) athletes is envisaged. The analysis was conducted separately in each partner country (Germany, Italy, Lithuania, Romania, Slovenia and Spain) to assess the current status quo. The collected information was aggregated to identify common themes across the partner countries which related to:

- Strengths such as sport and educational synergies in DC;
- Weaknesses such as lack of awareness of DC athletes and/or their needs;
- Opportunities such as the possible development of a DC culture and
- Threats such as possible limitations of resources.

Communication objectives, including specific messages for external and internal audiences, are at the core of the action plan. The action plan outlines how weaknesses and threats can be linked with strengths and opportunities so that they receive a positive connotation.

Considering that the communication capability of the individual could impact on the importance placed on DC, the agenda-setting theory is deemed relevant to place communication messages aimed to implement public awareness and concern of the importance of athletes’ DC paths. Since raising awareness for athletes’ DC is a pivotal element of the Ed Media project, most communication objectives should be directed to reflect cognitive, affective, and behavioural influences for the audiences. For instance, the communication objective to create awareness of the general public (e.g., external audience) about the importance of DC could be *“An aware and informed audience builds a sympathetic surrounding for DC athletes – Increase the publics’ appreciation!”*, whereas the communication objective to increase the athletes’ awareness (e.g., internal audience) of DC possibilities (e.g., advertise advice offices, special schools) could be *“If elite athletes are not aware about several DC opportunities they cannot use them – Let the information flow!”*. In addition, key performance indicators to measure their effectiveness are suggested.

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## 1 INTRODUCTION

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Work Package 3 'Development of Strategy and Recommendations' of the ED Media project entitled 'Media as a channel of Athletes' Dual Careers promotion and education' incorporates the development of national strategy and action plans for each partner country. These plans are based on the previously developed recommendations in WP2 'Desk Research and Gap Analysis'. They are geared to encourage actions to raise awareness as well as build a positive DC image through media by including all involved parties and stakeholders.

Despite Lippmann (1922) claiming in an early study that the mass media can influence the public opinion by determining an agenda, the actual origin of the media's setting-agenda term and theory was the Chapel Hill study (McCombs and Shaw (1972). This showed strong correlations between media topics and topics discussed in the public during the US Presidential elections in 1968. Thereafter, several empirical investigations on agenda-setting have been conducted (e.g., Coleman, McCombs, Shaw, & Weaver, 2009; McCombs, 2014). The evolution of agenda-setting research in terms of trends, topics, media, method and use of other theories in various settings (Kim, Kim, & Zhou, 2017) allowed to study almost any topic from an agenda-setting perspective (Coleman et al., 2009). The process of the mass media presenting certain issues frequently and prominently with the result that large segments of the public come to perceive those issues as more important than others characterises agenda setting (Coleman et al., 2009). Thus, agenda-setting has a broad potential and the power to determine the importance of issues in the public. It serves as theoretical foundation of the six strategy and action plans developed throughout this report. Thus, agenda setting can function as point of reference for the developed strategy and actions plans on raising awareness on DC through media.

To effectively reach the aim of raising public awareness for DC based on the agenda-setting theory, strategic as well as operational planning are required as essential components for organisational success, especially when the strategic and operational plans are aligned (Weber, Schäffer, & Goeldel, 1996). The strategic plan defines, determines and formulates the organisational mission as well as long-term aims and strategies (Hungenberg & Wulf, 2003; Steiner, 1979). It has a discovery function for an organisation (Weber et al., 1996) and considers causes and effects of decisions, taking alternatives into account and systematically identifying future threats and opportunities (Steiner, 1979). In contrast, operational planning is more functional, being "[...] more specific, less comprehensive, done at a lower level, involves the relative allocation of small amounts of resources, is often repetitive in nature and covers a short time span (i.e., one year or less)" (Robinson Jr., Logan,

& Salem, 1986, p. 8). Operational planning concretises what the strategic planning discovers (Weber et al., 1996).

## 2 STATUS QUO IN THE COUNTRIES

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### 2.1 SWOT Analysis

The SWOT analysis is a planning and analysing tool to assess the Strengths, Weaknesses, Opportunities and Threats of an organisation. It can be also applied to other contexts and objects. The strengths and weaknesses are internal factors affecting an object; the opportunities and threats are external factors affecting an object. Due to the assessment of the internal strengths and weaknesses, the advantages and disadvantages for an object can be identified. The assessment of opportunities and threats enables an object to identify what elements in the environment might be beneficial or cause trouble for it (Pickton & Wright, 1998; Sarsby, 2016).

The PESTEL Analysis is another analysis tool, which helps an organisation – again, it can be also applied to other contexts and all forms of objects – to identify and assess macro-environmental factors, which might have an impact on an object's performance. The factors are categorised as follows: Political factors, Economic factors, Social factors, Technological factors, Environmental factors, and Legal factors (Rastogi & Trivedi, 2016).

For this Strategy and Action Plan, the SWOT analysis and the PESTEL analysis were used jointly with the purpose to identify the internal and external factors of the SWOT analysis in the context of the environmental factors of the PESTEL analysis. Due to this approach, the strengths, weaknesses, opportunities and threats as well as the advantages and disadvantages of the different environmental factors can be identified. Thus, this approach enables a deep and broad investigation of DC in each country. It facilitates comparing the status quo in the participating countries as well as suggesting recommendations based on these thorough analyses.

Following this scheme, each country section is comprised of five tables in total, presenting the combined SWOT and PESTEL analysis of each partner country. Furthermore, national best practice examples of successful sport campaigns, targeted towards raising DC awareness and creating a positive image of DC athletes, are displayed of each country. Future DC campaigns can be inspired by those examples.

### 2.1.1 Germany

Table 1 contains the identified strengths of DC in Germany in the context of the macro-environmental factors of the PESTEL analysis. The strengths of DC in Germany are mainly political.

Table 1: PESTEL analysis of strengths in terms of DC in Germany (BMI, 2019; BMI & DOSB, 2017; Breuer, Hallmann, & Ilgner, 2017; Breuer, Wicker, Dallmeyer, & Ilgner, 2019; Dallmeyer, Hallmann, & Breuer, in press; DOSB, 2019a, 2019b, 2020; Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2019, 2020b)

STRENGTHS	Details	PESTEL
Positive values and reputation of sport	Sport conveys positive values and elite athlete function as role models (Breuer et al., 2017).	SOC
	Good reputation of elite athletes in Germany (Breuer et al., 2017).	SOC
Provision of sport across various sectors	Sport provision through the market, public and voluntary sectors (Dallmeyer et al., in press).	POL
Support of elite sport across various sectors and by diverse stakeholders	Subsidies for elite athletes by the Federal Ministry of the Interior, Building and Community and other Federal Ministries (BMI & DOSB, 2017).	POL
	The Federal Police, the Federal Armed Forces & the General Directorate of Customs provide vocational training possibilities especially addressed to elite athletes (BMI, 2019; DOSB, 2019b).	POL
	Stakeholders from the market sector function as partner of elite sports (Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2020b).	ECO
Sport is embedded in the educational system	Existence of Elite Sport Schools (DOSB, 2019a).	POL
	Existence of Partner Universities of Elite Sport (DOSB, 2020).	POL
Good infrastructure	Good infrastructure for German elite athletes to train and travel throughout the country.	ENV

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The weaknesses in terms of DC in Germany, which were identified in the context of the PESTEL analysis, are listed in Table 2.

Table 2: PESTEL analysis of weaknesses in terms of DC in Germany (BMAS, 2020; BMI, 2019; BMI & DOSB, 2017; Breuer et al., 2017; Breuer et al., 2019; Dallmeyer et al., in press; DOSB, 2019a, 2019b, 2020; EdMedia Erasmus+ Project, 2020; Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2019, 2020b)

WEAKNESSES	Details	PESTEL
Lack of awareness	Little awareness for many Olympic and non-Olympic sports as well as sport for impaired athletes.	SOC
	DC concept is unknown to the many members of the general population.	
	Media focuses on football mostly.	
Low income for elite athletes	Athletes often have to live from less money than the minimum wage (1,620,67 EUR/month) in Germany (BMAS, 2020; Breuer et al., 2019).	
No systemic structures for DC	No specific guidelines on DC (EdMedia Erasmus+ Project, 2020).	LEG
	No legal regulations on DC (EdMedia Erasmus+ Project, 2020).	
	Few strategic long-term partnerships on DC with Companies (EdMedia Erasmus+ Project, 2020).	ECO



Scant technological innovation in DC implementation	New technologies, like distant learning systems are sparsely implemented (Effectiveness Evaluation).	TEC
Alignment of sporting and professional career	Sporting career and professional career/educational qualifications cannot always be accomplished in one place; thus a lot of commuting is necessary (Effectiveness Evaluation).	ECO, SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The opportunities, which might be beneficial for DC in Germany, are indicated in Table 3. All identified opportunities were assessed with the macro-environmental factors of the PESTEL analysis. The assessed factors of the opportunities are quite diverse.

Table 3: PESTEL analysis of opportunities in terms of DC in Germany (BMI, 2019; BMI & DOSB, 2017; Breuer et al., 2017; Breuer et al., 2019; Dallmeyer et al., in press; DOSB, 2019a, 2019b; Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2019, 2020b)

OPPORTUNITIES	Details	PESTEL
Development of a DC culture	Better DC measures can be implemented (BMI & DOSB, 2017).	ECO
	Integration of more stakeholders.	ECO
	Increase awareness of the public.	SOC
Use of media	Media should convey and promote a positive image of DC.	TEC, SOC
Potential Application for the OG 2032	Creating a sustainable sport legacy and increase appreciation of values of sport and elite athletes.	POL, ECO, SOC
	Showcase that sustainable OG are possible.	ENV
	Increase of the media coverage.	ECO, SOC
	Increase the awareness and the relevance for elite sport.	
	Increase the sport participation and thus, also the number of future elite athletes.	SOC
Increase of the performance and the success of elite athletes	A structured DC enables better results in sport competition and consequential benefits for the economy and the society.	SOC, ECO, POL
Use potential of elite sport more efficiently	Intangible and tangible benefits of elite sports and an effective DC system should be exploited more efficiently.	ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 4 shows the identified threats, which can cause trouble for DC in Germany and which were examined with the macro-environmental factors of the PESTEL. The threats are mainly economic.

Table 4: PESTEL analysis of threats in terms of DC in Germany (BMI, 2019; BMI & DOSB, 2017; Breuer et al., 2017; Breuer et al., 2019; Dallmeyer et al., in press; DOSB, 2019a, 2019b, 2020; Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2019, 2020b)

THREATS	Details	PESTEL
Number of potential elite athletes is decreasing	Decreased birth rates.	SOC
	Too many drop outs (Breuer et al., 2017).	ECO, SOC

Decrease of available funds	One or more stakeholders could decide to withdraw or decrease their funding in elite sports due to too many scandals, corruption or match fixing in some sports, which could trickle down to other sports.	ECO, POL
Decrease of business partners in terms of offering athletes a DC	Current partners and potential partners in the economy could decide not to offer vocational training or jobs to elite athletes, because it is not lucrative due to inflexibility and difficult availability by the athletes.	ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 5 shows the SWOT analysis of DC in Germany. The table indicates possible actions for DC implementation.

Table 5: SWOT analysis of DC in Germany (BMAS, 2020; BMI, 2019; BMI & DOSB, 2017; Breuer et al., 2017; Breuer et al., 2019; Dallmeyer et al., in press; DOSB, 2019a, 2019b, 2020; Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2019, 2020b)

OPPORTUNITIES	STRENGTHS					WEAKNESSES			
	Positive values of sport	Provision of sport across various sectors	Support of elite sport across various sectors and by diverse stakeholders	Sport is embedded in the educational system	Good infrastructure	Lack of awareness	Low income for elite athletes	No legal implementation of DC for elite athletes	Few technological innovation in DC implementation
Development of a DC culture	x		x	x		x	x	x	x
Use of media	x				x			x	x
Potential Application for the OG 2032	x		x		x	x			
Increase of the performance and the success of elite athletes	x	x	x		x	x	x	x	
Use potential of elite sport more efficiently	x			x	x	x	x	x	
<b>THREATS</b>									
Number of potential elite athletes is decreasing	x			x	x	x	x	x	x
Decrease of available funds	x	x	x	x					
Decrease of business partners in terms of offering athletes a DC	x	x	x			x		x	x

## 2.1.2 Italy

Table 6 indicates the strengths in terms of DC in Italy, which were examined using the PESTEL analysis. The majority of the strengths are political factors.

Table 6: PESTEL analysis of strengths in terms of DC in Italy (Bastianon & Grieco, 2018; CONI, n.d.; DM 279-April 10, 2018; DM 935-December 11, 2015; European Athlete Student - The Dual Career Network; Fuchs et al., 2016; Gazzetta Ufficiale Della Repubblica Italiana [Official Journal of the Italian Republic], 2010, 2013; Guidotti & Capranica, 2013; Guidotti, Lupo, Cortis, Di Baldassarre, & Capranica, 2014; Guidotti et al., 2013; Legge 13 luglio 2015, 2015; Lupo et al., 2015; Lupo et al., 2017a, 2017b; Lupo, Tessitore, Capranica, Rauter, & Doupona Topic, 2012; Maulini, 2018; Migliorati, Maulini, & Isidori, 2016, 2018; MIUR, 2016a, 2016b, 2018; Tafuri & Bellantonio, 2018)

STRENGTHS	Details	PESTEL
National DC Guidelines by the Italian Ministry of Education, University and Research	Experimental DC projects introduced and implemented at high school and academic level.	POL, LEG
Provision of sport across various sectors	Sport provision through the market, public and voluntary sectors.	POL
Support of elite sport across various sectors and by diverse stakeholders	DC for athletes in the Italian police, fire fighters and military corps.	POL
	DC projects delivered by the Italian National Olympic Committee through the national federations.	POL
	Stakeholders from the market sector function as partner of elite sports.	ECO
	Italian education institutions and sport bodies involved in the European Athlete as Student (EAS) network.	POL, SOC
Sport embedded in the educational system	Existence of Elite Sport High Schools.	POL
	Existence of one vocational Sport University (Foro Italico) with specific degrees involving DC athletes and elite coaches.	POL, LEG
	Existence of various academic degrees on sport (i.e., Bachelor's degree in Sport Science, Master's degree in Sport Management, in Sport Coaching and in Preventive and Adaptive Physical Activity).	
Media Coverage	Specific sport media (newspapers, magazines, TV channels and programmes, social media).	SOC
DC awards and scholarships	Public and Private funds dedicated specifically to Dual Career (i.e. full or partial scholarship); A Dual Career award "Excellent athlete, excellent student".	ECO
Academic research and networking on DC	Italian researchers investigating DC issues.	SOC
	Existence of a "national network of sport for university" (i.e., UNISPORT, involving 41 universities up to 100).	POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 7 gives an overview of the weaknesses of DC in Italy in the context of macro-environmental factors of the PESTEL analysis. The weaknesses were assigned differently with regard to the PESTEL factors. However, the factors are mainly social and economic.

Table 7: PESTEL analysis of weaknesses in terms of DC in Italy (Bastianon & Grieco, 2018; CONI, n.d.; DM 279-April 10, 2018; DM 935-December 11, 2015; European Athlete Student - The Dual Career Network; Fuchs et al., 2016; Gazzetta Ufficiale Della Repubblica Italiana [Official Journal of the Italian Republic], 2010, 2013; Guidotti & Capranica, 2013; Guidotti et al., 2014; Guidotti et al., 2013; Legge 13 luglio 2015, 2015; Lupo et al., 2015; Lupo et al., 2017a, 2017b; Lupo et al., 2012; Maulini, 2018; Migliorati et al., 2016, 2018; MIUR, 2016a, 2016b, 2018; Tafuri & Bellantonio, 2018)

WEAKNESSES	Details	PESTEL
Lack of awareness	Lack of communications on DC opportunities for many Olympic, Paralympic and non-Olympic sports (i.e. Italian Olympic Committee and national sport federations) as well as sport for athletes with special needs (Italian Paralympic Committee).	SOC
	DC concept is unknown to the majority of the general population.	SOC
	Low rate of interest by Media (e.g. Limited visibility of student-athletes in the media).	SOC
	Preconception on sports being adverse to education.	SOC
Low economic investments in DC	Limited economic resources allocated to education and research including DC.	ECO
	Limited budget allocated on DC by Sport Institutions.	ECO
	Limited tax deduction for sport practice.	ECO
	Lack of private stockholders investing on DC projects.	ECO
No systemic structures for DC	No national guidelines on DC (GAP analysis).	POL, LEG
	No legal regulations on DC (GAP analysis).	LEG
	Legislative and administrative DC acts at an infancy (Memorandum of Understanding) or at an experimental level, which affects the continuity, stability, credibility of the constituent DC.	LEG
	DC present in 6% of Italian high schools, 20% of the universities, 17% of universities adopting some DC measures, 7% of universities declare to be in process to adopt DC.	POL, ECO
Low technological innovation in DC implementation	Use of new technologies to promote and implement DC programmes.	TEC, ECO
Alignment of sporting and professional career	Lack of communication and coordination between vary DC actors (i.e. fragmentations of offices devoted to DC).	ECO, SOC, POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The identified opportunities for DC in Italy are pointed out in Table 8. Moreover, all listed opportunities were analysed with macro-environmental factors of the PESTEL analysis. The opportunities are mainly related to social factors.

Table 8: PESTEL analysis of opportunities in terms of DC in Italy (Bastianon & Grieco, 2018; CONI, n.d.; DM 279-April 10, 2018; DM 935-December 11, 2015; European Athlete Student - The Dual Career Network; Fuchs et al., 2016; Gazzetta Ufficiale Della Repubblica Italiana [Official Journal of the Italian Republic], 2010, 2013; Guidotti & Capranica, 2013; Guidotti et al., 2014; Guidotti et al., 2013; Legge 13 luglio 2015, 2015; Lupo et al., 2015; Lupo et al., 2017a, 2017b; Lupo et al., 2012; Maulini, 2018; Migliorati et al., 2016, 2018; MIUR, 2016a, 2016b, 2018; Tafuri & Bellantonio, 2018)

OPPORTUNITIES	Details	PESTEL
Development of a DC culture	Political initiatives, policies, specific strategies and good practices on DC.	POL, SOC
	Identification of "national Ambassador" and tutors.	SOC
Use of media	Media should convey and promote a positive image of DC.	TEC, SOC

	Establishment of synergies between media and educational institutions to increase visibility of student-athletes.	SOC
	Establishment of synergies between media and sport bodies to increase visibility of student-athletes.	SOC
Increase of the performance and the success of elite athletes	Consolidation and expansion of the DC measures in place at high school, university and work levels.	SOC, ECO, POL
Use potential of elite sport more efficiently	Intangible and tangible benefits of elite sports and an effective DC system should be exploited more efficiently.	ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 9 shows the potentially negative threats to DC in Italy and the macro-environmental factors assessed for all identified threats. The threats are mainly economic factors.

Table 9: PESTEL analysis of threats in terms of DC in Italy (Bastianon & Grieco, 2018; CONI, n.d.; DM 279-April 10, 2018; DM 935-December 11, 2015; European Athlete Student - The Dual Career Network; Fuchs et al., 2016; Gazzetta Ufficiale Della Repubblica Italiana [Official Journal of the Italian Republic], 2010, 2013; Guidotti & Capranica, 2013; Guidotti et al., 2014; Guidotti et al., 2013; Legge 13 luglio 2015, 2015; Lupo et al., 2015; Lupo et al., 2017a, 2017b; Lupo et al., 2012; Maulini, 2018; Migliorati et al., 2016, 2018; MIUR, 2016a, 2016b, 2018; Tafuri & Bellantonio, 2018)

THREATS	Details	PESTEL
Decreasing of number of potential elite athletes	Decreased birth rates.	SOC, POL
	Relevant sport drop outs.	SOC, ECO
	Increasing unemployment rate at youth level.	POL, SOC, ECO
Decrease of available funds	Reduction of public funds allocated to the Ministry of Education, the Ministry of University and Research, and the Ministry of Youth and Sport.	ECO, POL
	Economic crisis affecting individuals, clubs, schools/universities.	ECO
	Decrease of partners and stakeholders financing DC projects.	ECO
Political Instability	Instability of the sport system.	POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 10 contains all identified factors of the SWOT analysis of DC in Italy indicating possible areas of actions for DC implementation.

Table 10: SWOT analysis of DC in Italy (Bastianon & Grieco, 2018; CONI, n.d.; DM 279-April 10, 2018; DM 935-December 11, 2015; European Athlete Student - The Dual Career Network; Fuchs et al., 2016; Gazzetta Ufficiale Della Repubblica Italiana [Official Journal of the Italian Republic], 2010, 2013; Guidotti & Capranica, 2013; Guidotti et al., 2014; Legge 13 luglio 2015, 2015; Lupo et al., 2015; Lupo et al., 2017a, 2017b; Lupo et al., 2012; Maulini, 2018; Migliorati et al., 2016, 2018; MIUR, 2016a, 2016b, 2018; Tafuri & Bellantonio, 2018)

OPPORTUNITIES	STRENGTHS						WEAKNESSES					
	National DC Guidelines	Provision of sport across various sectors	Support of elite sport across various sectors and by diverse stakeholders	Sport embedded in the educational system	Media coverage	DC awards and scholarships	Academic research and networking on DC	Lack of awareness	Low economic investments in DC	No systemic structures for DC	Low technological innovation in DC implementation	Alignment of sporting and professional career
Development of a DC culture	x	x	x	x	x	x					x	
Use of media	x	x			x		x	x	x	x		
Increase of the performance and the success of elite athletes		x	x	x		x			x	x		
Use potential of elite sport more efficiently	x	x	x			x	x	x	x	x	x	x
<b>THREATS</b>												
Decreasing of number of potential elite athletes				x	x			x	x	x	x	x
Decrease of available funds		x	x	x	x			x	x	x	x	
Political Instability	x	x	x		x				x	x		

### 2.1.3 Lithuania

The strengths in terms of DC in Lithuania examined with the macro-environmental factors of the PESTEL analysis are indicated in Table 11. The strengths were attributed to a variety of macro-environmental factors.

Table 11: PESTEL analysis of strengths in terms of DC in Lithuania (Anskaitiene, 2019; Grybauskaite, 2018, 2019; Landsbergis, 2019; Pavalkis, 2018; Petrauskiene, 2019; Sarocka, 2017, 2018)

STRENGTHS	Details	PESTEL
Educational system	The flexibility of study schedules and training and the exam session dates, the guarantee of extra break semesters due to championships and the flexible scheduling of academic achievement and attendance rules.	POL, ECO, SOC
	Existence of Sport Secondary Schools (Gymnasiums).	POL
	One of sports gymnasiums in Lithuania applies a distance-learning programme.	TEC, ECO, SOC
	In accordance with the order of the Minister of Education, Science and Sport, elite athletes get additional scores for sports achievements. Then they enrol in study programmes related to sports and sports education (the achievements of the last four years in sport are evaluated) admitting to Higher Education to sports-related studies in Lithuania (Act on the Approval of the Procedure for the Assessment of National and International Achievements in Sports, V-950 (Pavalkis, 2018)).	POL, LEG, ECO
	Some universities offer student athletes individual supervision and support from consultants and mentors, free use of all sport facilities on the university's property and a reduction of tuition fees.	ECO, SOC
Financial support for elite athletes	Private funds (scholarships) dedicated specifically to DC.	ECO
	The Law on Sport of the Republic of Lithuania (2018 Oct 18, No. XIII-1540) stipulates that a citizen of the Republic of Lithuania, who has completed the career of an athlete, has the right to rent if he or she is a citizen of the Republic of Lithuania and represents the Republic of Lithuania.	ECO, LEG, POL
Positive reputation of sport in the society	Elite athletes are often used as an image in advertising campaigns.	SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

As it is shown in Table 12, the weaknesses of DC in Lithuania are assigned in most instances to political, social and economic macro-environmental factors.

Table 12: PESTEL analysis of weaknesses in terms of DC in Lithuania (Anskaitiene, 2019; Grybauskaite, 2018, 2019; Landsbergis, 2019; Pavalkis, 2018; Petrauskiene, 2019; Sarocka, 2017, 2018)

WEAKNESSES	Details	PESTEL
No systemic structures for DC	No specific guidelines on DC (GAP analysis).	POL LEG
	No legal regulations on DC (GAP analysis).	LEG
	No formal agreements between public authorities and national or regional sports organisations in Lithuania, which refer to specific activities and programmes facilitating the implementation of DC of elite athletes.	POL



Lack of awareness	No interest by Media (e.g. no visibility of student-athletes in the media) as mainly focuses on basketball.	SOC
	Lack of communications on DC opportunities for many athletes in general (athletes with special needs included).	SOC
	DC concept is unknown to the majority of the general population.	SOC
	The Lithuanian National Olympic Committee (LNOC) undertakes some actions aimed at promoting the exchange of best practices on DC with its member organisations during recent years.	SOC
Low economic investments in DC	Limited financing on DC by National Sport Federations/Associations.	ECO
	No public or private investments in DC projects.	ECO
	Elite athletes finish secondary schools with a lower grades that then do not get scholarships for studies and have to pay by themselves.	ECO POL
Lack of academic research and networking on DC	Lack of interest by researches to investigate DC issues.	SOC
	Only 2 out of 12 Universities in Lithuania belong to the EAS network.	POL
Lack of good infrastructure	Still lack of good infrastructure for elite athletes to train in Lithuania, so a lot of them have to travel abroad for trainings.	POL ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The indicated opportunities of DC in Lithuania were assessed with diverse macro-environmental factors. Moreover, the opportunities were attributed with more than one macro-environmental factor (see Table 13).

Table 13: PESTEL analysis of opportunities in terms of DC in Lithuania (Anskaitiene, 2019; Grybauskaite, 2018, 2019; Landsbergis, 2019; Pavalkis, 2018; Petrauskiene, 2019; Sarocka, 2017, 2018)

OPPORTUNITIES	Details	PESTEL
Technological innovation for DC implementation	Use of new technologies to promote and implement DC programmes.	TEC, ECO, SOC
	Increased number of online courses.	LEG, TEC
Involvement of media	Media should promote a positive image of DC.	TEC, SOC
	Synergies between media and educational institutions to increase visibility of student-athletes.	SOC
	Synergies between media and national sport federations/associations to increase visibility of student-athletes.	SOC
Development of a DC culture	Political initiatives, policies, specific strategies and good practices on DC.	POL, SOC
Promotion of a national strategy for DC in sport	Creation of a national strategy for DC.	POL
	Creating new policies and aids for supporting DC and the retired athletes.	POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Threats, which can be potentially negative to DC in Lithuania, are listed in Table 14. All identified threats were attributed to political, social and economic macro-environmental factors.

Table 14: PESTEL analysis of threats in terms of DC in Lithuania (Anskaitiene, 2019; Grybauskaite, 2018, 2019; Landsbergis, 2019; Pavalkis, 2018; Petrauskiene, 2019; Sarocka, 2017, 2018)

THREATS	Details	PESTEL
Instability	Political instability of the sport system.	POL
	Sport and education authorities do not monitor and evaluate existing initiatives on DC in sports.	POL
Reduced funding	Economic crisis affecting individuals, clubs, national federations/associations and NOC.	ECO
Difficulties in continuing secondary school	Elite athletes have to drop-off in an early stage.	ECO, POL
	Elite athletes finish secondary schools with a lower grades that then do not meet minimum requirements to be enrolled into the HEI.	ECO, POL
Decreased number of potential elite athletes	Decrease of the number of birth rates.	SOC, ECO
	Drops out during the adolescence.	SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

All identified strengths, weaknesses, opportunities and threats of DC in Lithuania are presented as SWOT analysis in Table 15. Thereby possible areas of actions for DC implementation are revealed.

Table 15: SWOT analysis of DC in Lithuania (Anskaitiene, 2019; Grybauskaite, 2018, 2019; Landsbergis, 2019; Pavalkis, 2018; Petrauskiene, 2019; Sarocka, 2017, 2018)

OPPORTUNITIES	STRENGTHS			WEAKNESSES				
	Educational system	Financial support for elite athletes	Positive reputation of sport in the society	No systemic structures for DC	Lack of awareness	Low economic investments in DC	Lack of academic research and networking on DC	Lack of good infrastructure
Technological innovation for DC implementation	X	X				X		X
Involvement of media	X		X		X	X		
Development of a DC culture	X		X	X			X	
Promotion of a national strategy for DC in sport	X		X		X	X	X	
<b>THREATS</b>								
Instability		X				X	X	X
Reduced funding		X		X		X		X
Difficulties in continuing secondary school	X	X	X	X	X			
Decreased number of potential elite athletes	X	X	X	X	X	X		X

## 2.1.4 Romania

Table 16 shows the two identified strengths of DC in Romania. Both identified strengths are economic macro-environmental factors.

Table 16: PESTEL analysis of strengths in terms of DC in Romania (Abalasei, Hodorcă, & Onose, 2019)

STRENGTHS	Details	PESTEL
23 Faculties of Physical Education and Sport in the country (Romania)	There are a large number of specific faculties that can collaborate to achieve the proposed goal.	SOC
Media trusts with sports specificity	The sports media sector is developed with the possibility of online exposure of the objectives set (Digi Romania - DIGI Sport 1,2,3,4; Clever Media Network - Look Sport 1,2,3; Pro Tv SRL - Pro X; Telekom Romania Communication - Telekom Sport 1,2,3,4).	SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 17 indicates the weaknesses in terms of DC in Romania analysed by the macro-environmental factors of the PESTEL analysis. The majority of the weaknesses are political factors.

Table 17: PESTEL analysis of weaknesses in terms of DC in Romania (Abalasei et al., 2019)

WEAKNESSES	Details	PESTEL
Lack (Non-existence) of a specific DC guide	There is no dimensioned educational offer.	SOC
The economic situation of the country	Frequent legislative and administrative changes affecting the continuity, stability, credibility of the constituent elements of sport.	POL, LEG
	No support from the local community.	POL
Lack of sport infrastructure	The infrastructure of the national system for physical education and sports is 75% at the level of the 1980s. The Ministry of Youth and Sport "did not draw up a Register of Sports Centres and did not pay attention due to the activity of homologation of sports centres" (Report of the Court of Accounts, 2013).	POL
The law of sponsorship does not favour the entities involved in the process of supporting the development of sport	Failure to comply with the EFS 69/2000 law, which obliges the support of the sport by the public administration (Art.3 paragraph 1).	POL, LEG
Support from the Ministry of Youth and Sport in digital learning	Use of computer equipment and new technologies for support actions for athletes.	TEC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The identified opportunities of DC in Romania are listed in Table 18. The examination of the macro-environmental factors of the PESTEL shows that most of the opportunities are social factors.

Table 18: PESTEL analysis of opportunities in terms of DC in Romania (Abalasei et al., 2019)

OPPORTUNITIES	Details	PESTEL
Developing a sport-specific strategy	Relevance of sport in the community.	ECO
	Development of social programmes.	SOC
	Sport as a means of social promotion.	SOC
	Continuous training of teachers who train athletes.	SOC
Developing practices that support DC	Modernizing and synchronizing good practices with those in Europe.	SOC
Attract extra-budgetary resources and collaboration with social partners	The availability of the Ministry of Investments to invest in the development of the double career.	ECO, POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 19 shows the identified threats, which might affect DC in Romania negatively, analysed with the macro-environmental factors of the PESTEL analysis.

Table 19:: PESTEL analysis of threats in terms of DC in Romania (Abalasei et al., 2019)

THREATS	Details	PESTEL
Political instability	In Romania, in the last 30 years, 23 prime ministers have been appointed, not allowing a continuity of projects development.	POL
Reduction of funds allocated to the Ministry of Youth and Sport	The money destined to coordinate the sports activity in Romania is insignificant. According to the Ministry of Public Finance, in the period 2013-2018, the percentage of GDP destined to the Ministry of Youth and Sport is less than 0.044%.	POL, LEG
Decreased birth rate	The continuous decrease in birth rate leads to the decrease of the number of people who practice sports. The number of young people (14-35 years old) in Romania, from 2013-2018, decreased from 7.546.097 to 5.074.748 (32.75%, according to INS Tempo).	SOC
	Decreasing sports population.	SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 20 gives an overview of the SWOT analysis in terms of DC in Romania. The areas of action for SC implementation of the identified internal factors and the external factors are indicated.

Table 20: SWOT analysis of DC in Romania (Abalasei et al., 2019)

	STRENGTHS			WEAKNESSES			
	23 Faculties of Physical Education and Sport in the country (Romania)	Media trust with sports specificity	Lack (Non-existence) of a specific DC guide	The economic situation of the country	Lack of sport infrastructure	The law of sponsorship does not favour the entities involved in the process of supporting the development of sport	Support from the Ministry of Youth and Sport in digital learning
Developing a sport-specific strategy	X	X	X	X			X
Developing practices that support DC	X	X		X		X	X
Attract extra-budgetary resources and collaboration with social partners		X		X			
<b>THREATS</b>							
Political instability				X		X	
Decreased birth rate				X			
Reduction of funds allocated to the Ministry of Youth and Sport		X		X	X	X	

## 2.1.5 Slovenia

As Table 21 shows, the majority of strengths in terms of DC in Slovenia are caused in legal macro-environment.

Table 21: PESTEL analysis of strengths in terms of DC in Slovenia (Cecić Erpič, Zupančič, & Wylleman, 2002; Jurak, 2014; Jurak, Kovac, & Strel, 2007; Jurak, Kovac, Strel, & Starc, 2005; Kerštajn, 2018; Laznik Mokotar, 2017; Robnik, Ferjan, & Jereb, 2017; Slovenian Government, 2017; Slovenian Olympic Committee, 2019a; Špindler, 2015; Štrumbelj, 2018)

STRENGTHS	Details	PESTEL
The Sport Act (Law of Sport) of Slovenian government (2017) defines the rights of athletes who are studying in Article 35	Possibility to adjust school and study obligations for elite athletes regarding the field of education.	LEG, POL
	Allows categorisation of elite athletes in different sports status levels for all age groups of elite athletes.	
National DC guidelines fixed in the National programme of sport in the Republic of Slovenia 2014-2023 (approved by the National Assembly of the Republic of Slovenia)	Regulation to have the right of elite athletes and elite coaches employment in public administration (at the Ministry of Defence - Slovenian Armed Forces, Ministry of the Interior - Police and Ministry of Finance - Customs Administration of the Republic of Slovenia, and other labour market fields till 2023.	ECO, SOC
	Upgrading the employment system of elite athletes and coaches on other labour markets.	TEC
Rules on adjustment of school obligations to elite athletes in primary and general upper secondary schools	-sport embedded in the educational system.	LEG, POL
	-aligning schoolwork and the organisation of special sport classes (Jurak et al., 2007; Jurak et al., 2005) for primary and secondary school level.	
The implementation of online education for elite athletes in Slovenia	Possibility for elite athletes to continue education due to migration processes in sports at secondary schools (Slovenian Olympic Committee, 2019b).	LEG, ENV

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

According to the PESTEL analysis of weaknesses in terms of DC in Slovenia, the attributed macro-environmental factors are in particularly related to the social domain (see Table 22).

Table 22: PESTEL analysis of weaknesses in terms of DC in Slovenia (Cecić Erpič et al., 2002; Jurak, 2014; Jurak et al., 2007; Jurak et al., 2005; Kerštajn, 2018; Laznik Mokotar, 2017; Robnik et al., 2017; Slovenian Government, 2017; Slovenian Olympic Committee, 2019a; Špindler, 2015; Štrumbelj, 2018)

WEAKNESSES	Details	PESTEL
Lack of governmental and institutional support for continuing education after high school	No binding adjustment for higher education institutions (Universities).  Each university or faculty autonomously establishes its own study regimes, forms and timetables of examinations for elite athletes (Laznik Mokotar, 2017).	LEG, SOC
Logistical problems of elite athletes in special winter sport disciplines	Elite athletes with training and competition schedules during most of the winter (up to 150 days per year in biathlon, ski jumping and other winter sports) have a very difficult time keeping up with their academic work. Their training locations are not near their university so they face a unique challenge trying to maintain a DC.	TEC, ENV
Support for athletes who retire	There is no specific support by any organisation except one project of the Olympic Committee of Slovenia in cooperation with a company -which has no positive results.	SOC, ECO
Support of research on DC	No structured monitoring and evaluation system is in place to follow the progress regarding the implementation of DC programmes. Research is not supported.	SOC, POL
Lack of successful implementation of strategical governmental guidelines for DC activities	Practical implementation of existing strategies regarding DC needs more intersectional and inter-organisational cooperation (Robnik et al., 2017).	TEC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Opportunities for DC in Slovenia are pointed out in Table 23. The PESTEL analysis shows that most opportunities are social factors.

Table 23: PESTEL analysis of opportunities in terms of DC in Slovenia (Cecić Erpič et al., 2002; Jurak, 2014; Jurak et al., 2007; Jurak et al., 2005; Kerštajn, 2018; Laznik Mokotar, 2017; Robnik et al., 2017; Slovenian Government, 2017; Slovenian Olympic Committee, 2019a; Špindler, 2015; Štrumbelj, 2018)

OPPORTUNITIES	Details	PESTEL
Promotion for DC issues on all levels of society with the strategical use of media	Increasing awareness of DC problems in all stakeholder groups (especially in the group of elite athletes and their families, planning of DC should start in the early beginning of the career).	SOC
Awareness of the needs of retired elite athletes on governmental level	Citation: "In particular, with the adoption of the new Sport act, the government has implemented some commitments, but there is still many more work to be done with various stakeholders in this field, with the aim of fully integration of athletes into society after the end of the sports career" (Štrumbelj, 2018).	POL, SOC



Increasing of non-governmental support	The Olympic Committee of Slovenia has established a special Foundation (Fundacija za podporo mladim športnikom iz socialno šibkih okolij) to support young athletes from socially disadvantaged socio-economic backgrounds. These activities should be increased.	ECO, SOC
Creating new policies and supporting systems for DC issues	More intersectional cooperation's and the systematic inclusion of companies of labour market for DC activities.	TEC
High motivation level of Slovenian elite athletes for DC	Slovenian athletes are highly motivated to maintain a DC (Kerštajn, 2018).	SOC
Increasing of marketing management approaches	Inclusion of professional consulting companies in the development process of strategical measures.	TEC

As indicated in Table 24, all identified threats for DC in Slovenia were assigned to macro-environmental factors of the PESTEL analysis. Most threats were assigned to the social domain.

Table 24: PESTEL analysis of threats in terms of DC in Slovenia (Cecić Erpič et al., 2002; Jurak, 2014; Jurak et al., 2007; Jurak et al., 2005; Kerštajn, 2018; Laznik Mokotar, 2017; Robnik et al., 2017; Slovenian Government, 2017; Slovenian Olympic Committee, 2019a; Špindler, 2015; Štrumbelj, 2018)

THREATS	Details	PESTEL
Legal binding of DC guidelines	Guideline programmes and instruments for sport and education are existing, but they are not all legally binding in Slovenia.	POL
Governmental strategical measures are not fitting the whole population of elite athletes	Development stages of elite athletes in dissimilar sports could be different due to specific development-psychological factors, which depends on the characteristic of the sport (Špindler, 2015).	SOC, TEC
Problem of DC implementation on athlete side	Most of elite athletes in Slovenia abandon education paths due to active involvement in sport (Cecić Erpič et al., 2002; Kerštajn, 2018).	SOC, TEC
Lack of willingness for implementation of DC activities on different stakeholder sides	Results in sport achievements more important than educational and vocational success on sport clubs and associations side.	SOC, ENV

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Table 25 summarises possible areas of actions for DC implementation based on the SWOPT analysis.

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Table 25: SWOT analysis of DC in Slovenia (Cecić Erpič et al., 2002; Jurak, 2014; Jurak et al., 2007; Jurak et al., 2005; Kerštajn, 2018; Laznik Mokotar, 2017; Robnik et al., 2017; Slovenian Government, 2017; Slovenian Olympic Committee, 2019a; Špindler, 2015; Štrumbelj, 2018)

OPPORTUNITIES	STRENGTHS				WEAKNESSES				
	Sport Act (Law of Sport) of Slovenian government (2017)	National DC guidelines fixed in the National programme of sport in the Republic of Slovenia 2014-2023	Rules on adjustment of school obligations for elite athletes	Implementation of online education for elite athletes in Slovenia	Lack of governmental and institutional support for continuing education after high school	Logistical problems of elite athletes in special winter sport disciplines	Support for athletes who retire	Support of research on DC	Lack of successful implementation of strategic governmental guidelines for DC activities
Promotion for DC issues with the strategic use of media		X	X	X			X		X
Awareness of the needs of retired elite athletes on governmental level	X	X			X		X		X
Increasing of non-governmental support		X					X		X
Creating new policies and supporting systems for DC issues	X	X			X		X	X	X
High motivation level of Slovenian elite athletes for DC		X	X	X	X		X	X	
Increasing of marketing management approaches	X	X			X		X	X	X
<b>THREATS</b>									
Legal binding of DC guidelines	X	X		X	X		X		
Governmental strategic measures are not fitting the whole population of elite athletes	X	X			X				X
Problem of DC implementation on athlete side			X	X					
Lack of willingness for implementation of DC activities on different stakeholder sides	X	X			X				X

## 2.1.6 Spain

The strengths in terms of DC in Spain in the context of the PESTEL analysis are particularly attributed to legal and economic macro-environmental factors (see Table 26).

Table 26: PESTEL analysis of strengths in terms of DC in Spain (Barriopedro et al., 2019; CSD, 2017; Deloitte, 2018; IOC, 2014; López de Subijana, Barriopedro, & Conde, 2015; Ministerio de Educación, 2012; Torregrosa & González, 2013)

STRENGTHS	Details	PESTEL
Aid for retired elite athletes Programme (PROAD Programme)	PROAD programme is successful with regard to informing the athletes (López de Subijana et al., 2015).	LEG
	The PROAD athletes direct their requests to the Spanish Sport Council while the non-PROAD athletes tend to direct theirs to their coaches (López de Subijana et al., 2015).	LEG
	The PROAD programme seems to be useful in terms of information, in ensuring elite athletes work or study before the end of their sport career, in making them responsible and autonomous, and in being more active (López de Subijana et al., 2015).	LEG
Measures to facilitate the insertion in the labour market	Agreements with companies and measures for obtaining credit.	LEG, ECO
	Measures for the incorporation of agreements of the General Administration of the State.	LEG, ECO
	Agreements with the Armed Forces for the support of sportsmen belonging to the Army.	LEG, ECO
Positive values and reputation of sport in the society	Sportsmen and women prescribe behaviours that inspire society and its agents, becoming exemplary icons of good reputation for companies and institutions (Deloitte, 2018).	SOC
	Elite athletes are often used as an image in advertising campaigns.	SOC
Training aids for active sportsmen (Article 17 of RD971/2007, CSD)	University academic scholarships, reserving 3% of the places.	LEG; ECO
	Educational administrations may create an offer of post-compulsory education and vocational training (Deloitte, 2018).	LEG; ECO
	Travel grants to enable athletes to continue their academic training.	LEG; ECO
	Employment training programmes and travel grants.	LEG; ECO
Aids and social integration for sport	Spain is on sixth position in a study and above the average of the countries in the study (75%) in relation to aids and social integration (Deloitte, 2018).	ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The weaknesses in terms of DC in Spain are indicated in Table 27 along with the weaknesses' macro-environmental factors. Most weaknesses are from a social macro-environment.

Table 27: PESTEL analysis of weaknesses in terms of DC in Spain (Barriopedro et al., 2019; CSD, 2017; Deloitte, 2018; IOC, 2014; López de Subijana et al., 2015; Ministerio de Educación, 2012; Torregrosa & González, 2013)

WEAKNESSES	Details	PESTEL
	Most Spanish athletes perceived DC as difficult (López de Subijana et al., 2015).	SOC

Difficulties in continuing post-secondary school	Elite athletes completed their preparatory courses for the university at a lower rate than their reference group in the general population. However they finish secondary schooling at a similar rate (Ministerio de Educación, 2012) (Education, Culture and Sport Ministry; 2012).	SOC
Weaknesses in support programmes for elite athletes	The PROAD programme seems to be not useful with regards to teaching time management, the key to a successful academic career (López de Subijana et al., 2015).	POL, SOC
	Lack of information about the DC (López de Subijana et al., 2015).	SOC
Normalised educational system hinders the DC	In Spain, since the Bologna process began (2008), the universities have developed new curricula, including more practical work in the classroom with mandatory attendance.	LEG
	Their main problems related to law application included the exams, the set schedules, and mandatory class attendance.	LEG
Lack of information and foresight	Only half of the Spanish elite athletes are aware of crucial information for their future (López de Subijana et al., 2015).	SOC
	Spanish athletes planned their retirement in advance less often than other Western European athletes (Barriopedro et al., 2019).	SOC
Financial problems	In Spain, financial grants to train at a high performance centre are dependent on some kind of studies (Barriopedro et al., 2019).	ECO
	Cost of studying (López de Subijana et al., 2015).	ECO
No strategic sport plan (forward-looking approach)	In Spain, there is no strategic sports plan that integrates agents at a global level (Deloitte, 2018).	POL, ECO
	Lack of a national strategy for sports development.	POL

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

The identified opportunities of DC in Spain are pointed out in Table 28. Most opportunities were assigned to an economic macro-environment.

Table 28: PESTEL analysis of opportunities in terms of DC in Spain (Barriopedro et al., 2019; CSD, 2017; Deloitte, 2018; IOC, 2014; López de Subijana et al., 2015; Ministerio de Educación, 2012; Torregrosa & González, 2013)

OPPORTUNITIES	Details	PESTEL
Online courses	Athlete should look for those institutions that offer flexible curricula and scholarships, as well as a mentorship programme (IOC, 2014).	LEG
	Increased number of online courses.	LEG
	Specific universities that support DC (UCAM university).	SOC
Use of media	Media can be used to promote a positive DC image.	SOC
Awareness of the importance of supporting DC	Upward trend in improvements on the duality of the sports career with the academic and professional one, as well as in the support to the retired sportsman in Spain (Deloitte, 2018).	SOC
	Within the 2020 plan to support grassroots sport is to motivate and achieve the sporting and academic progression of athletes (Deloitte, 2018).	ECO
Increase public funding in top-level sport	There is room for improvement in increasing public funding for top-level sport, as well as for rethinking the method of increasing sports organisations' own resources (Deloitte, 2018).	ECO
Creation of a national strategy for sport	Promotion of a national strategy for sport that involves all levels and provides a common vision and objectives (Deloitte, 2018).	POL; ECO

Creating new policies and aids for supporting DC and the retired athletes	There is room for improvement in policies that allow athletes to combine their academic and professional lives (35%) with the day-to-day running of sports (Deloitte, 2018).	ECO
	Financial assistance to the retired athlete (10%) is also a parameter with room for improvement (Deloitte, 2018).	ECO

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

Three potential threats were identified for DC in Spain. One threat were attributed to both, economic and political macro-environmental factors. The two other threats are part of a social macro-environment (see Table 29).

Table 29: PESTEL analysis of threats in terms of DC in Spain (Barriopedro et al., 2019; CSD, 2017; Deloitte, 2018; IOC, 2014; López de Subijana et al., 2015; Ministerio de Educación, 2012; Torregrosa & González, 2013)

THREATS	Details	PESTEL
Decrease of available funds to support elite athletes	The scholarships awarded to student-athletes at universities have decreased due to the economic crisis (Torregrosa & González, 2013).	ECO, POL
	Not every elite athlete has the chance to be in the PROAD programme.	ECO, POL
	Overall financial structure based on public subsidies and own resources, declining over the last 10 years (Deloitte, 2018).	ECO, POL
Number of potential elite athletes is decreasing	Decrease of the number of birth rates.	SOC
	Drops out during the adolescence.	SOC
Lack of future vision	Support programmes in Spain should make an effort to provide athletes with knowledge and skills to help plan for life after a sport career, since these athletes planned their retirement in advance less often than other Western European athletes (Barriopedro et al., 2019).	SOC

Note. POL = Political; ECO = Economic; SOC = Social; TEC = Technological; ENV = Environmental; LEG = Legal

All identified internal and external factors of DC in Spain as well as possible areas of actions for DC implementation can be found in Table 30.

Table 30: SWOT analysis of DC in Spain (Barriopedro et al., 2019; CSD, 2017; Deloitte, 2018; IOC, 2014; López de Subijana et al., 2015; Ministerio de Educación, 2012; Torregrosa & González, 2013)

OPPORTUNITIES & THREATS	STRENGTHS					WEAKNESSES					
	Aid for retired elite athletes Programme (PROAD)	Measures to facilitate the insertion in the labour market	Positive values and reputation of sport in the society	Training aids for active sportsmen (Artículo 17 del RD971/2007, CSD)	Aids and social integration for sport	Difficulties in continuing post-secondary school	Weaknesses in support programmes for elite athletes	Normalized educational system hinders the DC	Lack of information and foresight	Financial problems	No strategic sport plan (forward-looking approach)
Online training	X			X		X		X	X		
Use of media		X	X						X		
Awareness of the importance of supporting DC	X	X	X	X	X				X		X
Increase public funding in top-level sport	X	X		X	X					X	X
Creation of a national strategy for sport	X	X	X	X	X	X	X		X	X	X
Creating new policies and aids for supporting DC and the retired athletes	X	X	X	X	X	X	X	X	X	X	X
<b>THREATS</b>											
Decrease of available funds to support elite athletes	X	X	X	X	X		X		X	X	X
Number of potential elite athletes is decreasing			X	X	X	X	X	X	X		X
Lack of future vision	X					X	X		X		X

## 2.2 Best Practice Campaigns

Best practice examples of successful sport campaigns, targeted towards raising awareness, are displayed of each country in this section. Campaigns for raising the awareness of Dual Career and creating a positive image of Dual Career through media can be inspired by the examples provided.

### 2.2.1 Germany

In 2011, the German Sport Aid Foundation started the advertising campaign “Dein Name für Deutschland” (“Your Name for Germany”). The campaign’s main purposes were to foster the funding of German athletes and to increase the awareness for German athletes in the society. To achieve those aims, the campaign addressed the idea of a broad donation campaign. Interested persons could join the movement by a donation of three Euros per month. In return, the name of every single donor was shown on different advertising platforms like flyers or billboards. The main advertising spot showed the German swimming athlete Paul Biedermann sitting in a dressing room focusing on a pending competition. The room is dark and Biedermann sits in a spotlight by himself. The camera switches successively on different parts of the athlete’s body. On his skin many different names of donors appear. Finally, Biedermann puts on a jacket of the German Sport Aid Foundation and leaves the dressing room passing a German flag. Figure 1 gives an overview about the key facts of the campaign.

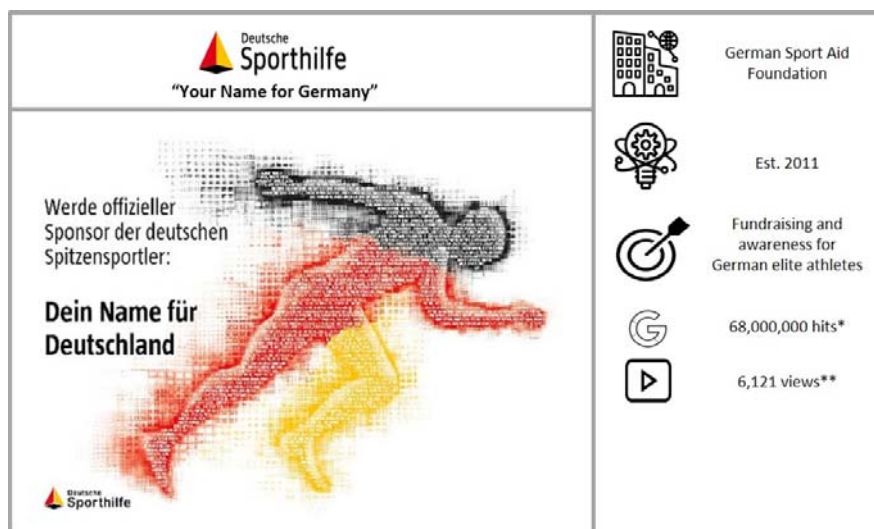


Figure 1: Best Practice Campaign „Your Name for Germany“ (\*Hits in search of the campaign’s name; \*\*Number of views of the spot with Paul Biedermann on the account of the German Sport Aid; accessed: 11.02.2020) (Flaticon, 2020; Oeser, 2010; Presseportal [Press Portal], 2013; Stiftung Deutsche Stiftung Deutsche Sporthilfe [German Sport Aid Foundation], 2020a)

In the context of the Olympic Games in Pyeongchang 2018, the German Olympic Sport Confederation conducted the campaign “Merk dir unser Gesicht” (“Remember our faces”). Since many of the German athletes were unknown to the German society, it was the campaign’s purpose to increase the awareness of the German Olympic athletes by presenting their faces to the public. First, a photo of every Olympic athlete, who was part of the campaign, was taken with the same motif. The respective athlete wears the hood of the jacket of the German Olympic Team and looks expressive, focused and self-confident. Second, all participating athletes were presented in a trailer. During the spot, one athlete after another makes a statement regarding the attitudes and characteristics of German athletes. Finally, every athlete puts the hood of its team jacket on the head. The campaign’s advertisement platforms have a corporate design due to the red German Olympic team jacket, a dark grey background and a same facial expression by the athletes. Figure 2 shows the responses to the campaign on social media as well as the campaign’s key facts.



Figure 2: Best practice campaign „remember our faces” (\*number of reactions of the spot on the Facebook account of Team Germany; \*\* Hits in search of the campaign’s name; \*\*\* Number of views of the spot on the account of Team Germany; accessed: 11.02.2020) (Team Flaticon, 2020; Horizont, 2018; Team Deutschland [Team Germany], 2020))

The Commerzbank implemented the most recent campaign with the German women’s national football team before the FIFA Women’s World Cup in France 2019. The campaign’s name was “Pferdeschwänze statt Eier” (“Ponytails instead of balls”). The advertisement itself was as provocative and cheeky as its name. In being so, the campaign wants to respond to the ignorance and the still prevailing prejudices to women as well as promoting women’s football in Germany by increasing the awareness for women’s football and the German women’s national football team (see figure 3). Thus, in the advertising spot the players of the women’s national team presented those issues with an ironic acting related to football. The highlights of the spot is the slogan “we do



not need balls, we have ponytails” and the reactions to that slogan. During the spot, the players wear mainly the jersey of the national women’s football team in a predominant dark lighted football environment like an illuminated football pitch (see Figure 3).

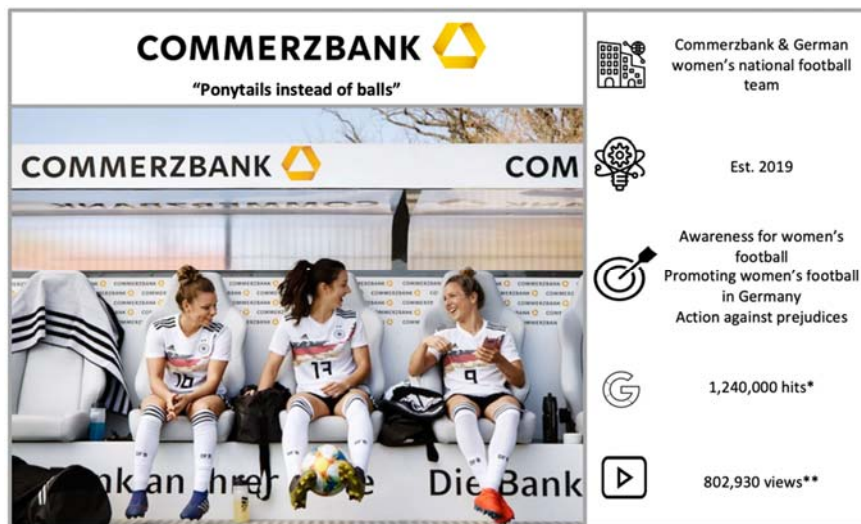


Figure 3: Best Practice Campaign „ponytails instead of balls” (\*Hits in search of the campaign’s name; \*\*Number of views of the spot on the account of the Commerzbank; accessed: 11.02.2020) (Commerzbank, 2020; Flaticon, 2020; Horizont, 2019; NTV, 2019)

### 2.2.2 Italy

The EduCare Sport programme is part of the wider "EduCare BNL" financial education programme, launched in 2008. The programme's purpose is to train participants on motivational and economic-financial issues. It is dedicated to former athletes and athletes at the end of their career, to help them make more conscious and sustainable financial choices and to follow them in their professional and entrepreneurial projects. The main testimonials are (1) the Olympic gold medallists Jury Chechi, Domenico Fioravanti and Giuseppe Abbagnale; (2) the champions Antonello Riva, Fabio Ongaro, Alessandro Farina, Paola Croce and Fabio Baraldi. The video summarises the 70-year BNL and CONI collaboration, including the 1960 Rome Olympics, the "Italy '90" World Cup; the 1998 Nagano Winter Olympics; the "BNL Circles and Stars" project, which allowed five blue athletes (Erica Alfridi, Deborah Gelisio, Josefa Idem, Ylenia Scapin and Alessandra Sensini) to participate in the Sydney 2000 Olympics. The video presents all different "chapters" of the programme EduCare Sport, including the "education of former athletes". The video's number of views, the hits in search of the campaign's name and the other key facts are indicated in figure 4.



Figure 4: Best Practice Campaign „EduCare Sport” (\*Hits in search of the campaign's name; \*\*Number of views of the spot on the account of the BNL Gruppo BNP Paribas; accessed: 17.03.2020 (BNL, n.d.; BNP, 2015, 2020; CONI, 2020; Flaticon, 2020))

Another example from Italy refers to one of the first campaigns launched during the corona crisis. "Distances must not separate. It is time to respect the rules, even if you are young. Stretch your arm towards others and it will almost seem to touch each other". It is a call for responsibility, individual and collective, to win the battle against Covid-19 altogether. Nobody is excluded from the commitment to stay home for taking care of themselves and others. #DistantiMaUniti is the governmental public health directive endorsed by the social campaign of the Office for Sport of the

Presidency of the Council of Ministers. Figure 5 shows the responses to the campaign on different social media channels as well as the key facts about the campaign.



Figure 5: Best Practice Campaign „Distant but United” (\*Number of reactions on the Facebook account of SportGoverno; \*\*Number of views of the spot on the Instagram account of Sport Governo; \*\*\* Hits in search of the campaign’s name; \*\*\*\*Number of views of the spot on the account of SportGoverno; accessed: 06.04.2020 (Flaticon, 2020; Governo Italiano Presidenza del Consiglio dei Ministri [Italian Government Presidency of the Council of Ministers], 2020a, 2020b; Sport E Sport E Salute, 2020))

### 2.2.3 Lithuania

On April 6, 1896, the opening ceremony of the first modern Olympic Games took place in Athens, Greece. King George I of Greece announced the opening of the Games in front of 80,000 spectators. One hundred eighteen 118 years later (in 2014), on the recommendation of the United Nations General Assembly and with the approval of the International Olympic Committee (IOC), 6 April has been celebrated worldwide as the International Day of Sport for Sustainable Development and Peace. The official IOC website states that the International Day for Sport for Sustainable Development and Peace is an annual celebration that promotes sport as a means of enabling social change, uniting people and communities, changing attitudes and understanding and promoting peace (see Figure 6).

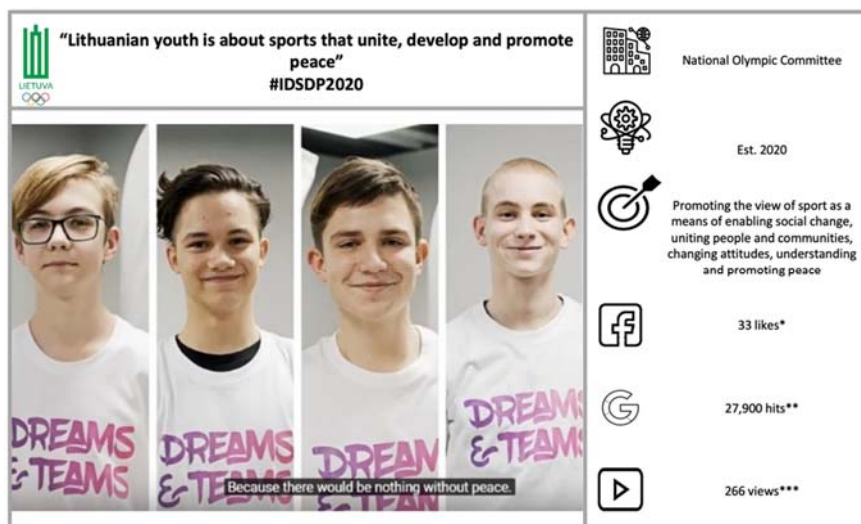


Figure 6: Best Practice Campaign „Lithuanian youth is about sports that unite, develop and promote peace“ (\*Number of likes on the Facebook account of Lietuvos tautinis olimpinis komitetas; \*\* Hits in search of the campaign’s name; \*\*\*Number of views of the spot on the account of „LTOK“; accessed: 16.04.2020) (Flaticon, 2020; LTOK, 2020)

To grow stars like Ronaldo, everyone must be able to play football. The Lithuanian Football Roadmap – the strategy until 2020 – sets the goal of making football the most popular and professionally organised sport in Lithuania, recognised by the community as a form of active leisure of the first choice. To achieve this, the Lithuanian Football Federation launched the new football promotion programme "Let's Grow Ronaldo for Lithuania". The programme aims to donate 10 squares, 100 pitches, 1000 gates and 10,000 balls to 100,000 children playing football (see Figure 7).



Figure 7: Best Practice Campaign „Let’s Grow Ronaldo for Lithuania” (\*Number of likes on the Facebook account of „Lietuvos futbolas“; \*\*Likes on the Instagram account of „lftubolas“; \*\*\*Hits in search of the campaign’s name; \*\*\*\*Number of views of the spot on the account of „Futbolo TV“; accessed: 16.04.2020) (Flaticon, 2020; LFF, 2020; vdocuments, 2016)

"And art needs fans" - this is the motto of the country's Olympians to draw attention to the creators who make Lithuania's name famous and to contribute to the successful implementation of the Lithuanian pavilion at the Venice Biennale of Contemporary Art. Thus, the campaign called the "Art Olympics" started looking for parallels between art and sports by chance. Even if these two areas seem to be too far apart, they are both unimaginable without fans. The swimmer Rūta Meilutytė, the basketball player Mindaugas Kuzminskas, the pentathlete Edvinas Krungolcas, Austra Skujytė and a couple of ice dancers, amongst them Margarita Drobiazko and Povilas Vanagas, unanimously agree that the support of the fans is a strong driving force for each (see Figure 8).

 LITHUANIAN COUNCIL FOR CULTURE  <b>"Art Olympics"</b>	 Lithuanian Culture Council & the Ministry of Culture of the Republic of Lithuania
	 Est. 2019 To draw attention to Lithuanian artists  To successful implement the Lithuanian pavilion at the Venice Biennale of Contemporary Art  20 reactions*  623,000 hits**  8 views***

Figure 8: Best Practice Campaign „Art Olympics” (\*Number of likes on the Facebook account of „MO muziejus”; \*\* Hits in search of the campaign’s name; \*\*\*Number of views of the spot on the account of „Meno Olimpiada”; accessed: 16.04.2020) (Flaticon, 2020; LTKT, 2020; LTNEWS, 2019)

## 2.2.4 Romania

A campaign, launched within a European project by the National Institute for Sport Research announced the 'Dual Career of Athletes Conference: Challenge and reality'. The project's name was Regional Centre for Policies and Support for the Dual Career of Athletes, co-financed by the European Commission, through the ERASMUS + Sport Programme. The event was organised under the patronage of the Ministry of Youth and Sport. The conference discussed various issues such as providing the tools necessary for a systemic investigation of the needs and expectations of talented and elite athletes in their own retirement; strengthening the dialogue between elite athletes, sports federations, sports clubs and associations, ministries, universities, professional institutions, employers' associations, other stakeholders; and holding a forum for discussions on the optimal way of implementing the EU intervention DC plans and guidelines. The Minister of Youth and Sport, Mrs Elisabeta Lipă, supported the DC of athletes and encouraged their integration into the labour market. The event was attended by Mr Olivier Fontaine, European Commission DG EAC – Sport policy and programme, as an observer from the European Commission, as well as Mr Tibor Kozsla, Vice President of EAS-The Dual Career Network for European Athletes, who presented a presentation of European guidelines and policies regarding the DC of elite athletes. Figure 9 illustrates the response to the campaign on social media in addition to the campaign's name, its aim and other facts.

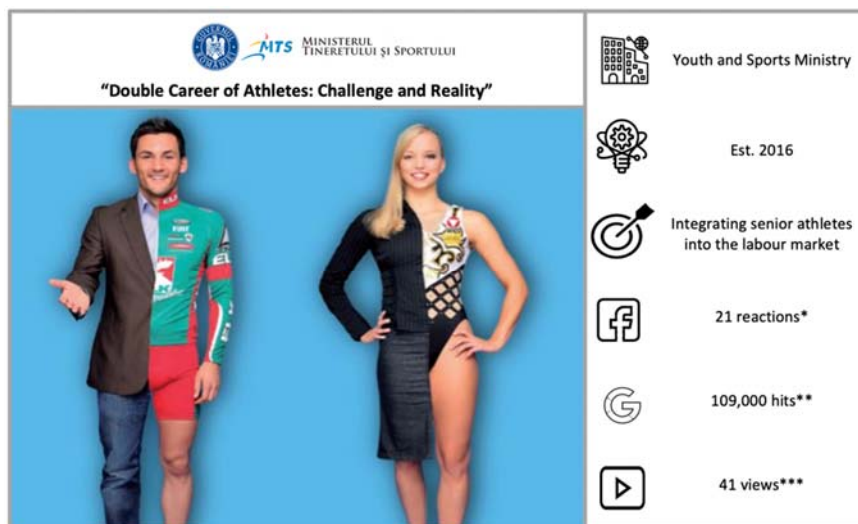


Figure 9: Best Practice Campaign „Double Career of Athletes: Challenge and Reality” (\*Number of reactions on the Facebook account of the “Institutul National de Cercetare pentru Sport”; \*\* Hits in search of the campaign’s name; \*\*\*Number of views of the spot on the account of the “Institutul National de Cercetare pentru Sport”) (DC4AC, 2016; Flaticon, 2020; Ministerul Tineretului și Sportului [Youth and Sports Ministry], 2016)

### 2.2.5 Slovenia

The example does not represent a typical advertising campaign (see Figure 10). Thus, it is not designed as an ad (promotional video, photos etc.), but is framed as a series of journalistic interviews, published in an online media Siol.net. The interviews have been published every Sunday since 2017, when Siol.net opened the new media section, dubbed the “Second Career”. The interviews are conducted with former Slovenian sports heroes. Contents of the interviews are related to terminating the sporting careers and the transition to professional career qualities that athletes acquire throughout their sporting careers, which can also be useful in their future path and similar issues. Until February 2020, 146 interviews have already been published.

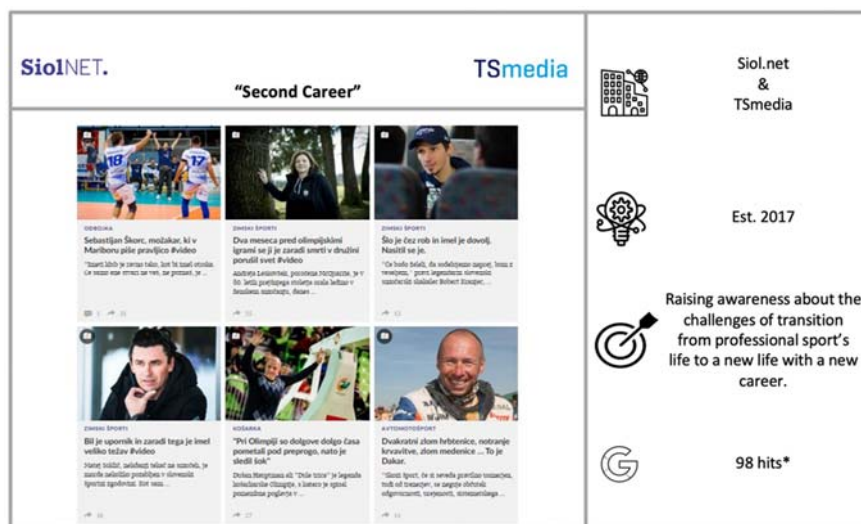


Figure 10: Best Practice Campaign „Second Career” (\*Hits in search of the campaign’s name; accessed: 17.04.2020) (Flaticon, 2020; SiolNET., 2017, 2020; TSmedia, 2020)



### 2.2.6 Spain

Fundació Brafa and La Liga Sports have jointly launched the “Escuela de Valores” (School of values) campaign (see Figure 11). The first delivery is a collection of three videos that has as protagonists Ona Carbonell and her mother and Montse Ballester. On Mother's Day, LaLigaSports has published a video of the sportswoman Ona Carbonell and her mother in homage to all mothers on such a special day for them. This video is part of the commitment of LaLiga and the Brafa Foundation to spread the values of football and sport and of their global campaign “Play with Values”. Through this campaign, LaLiga will give talks to parents whose children play sports, to transmit the importance of values such as teamwork, self-improvement, equality, respect, tolerance, authenticity and fair play.

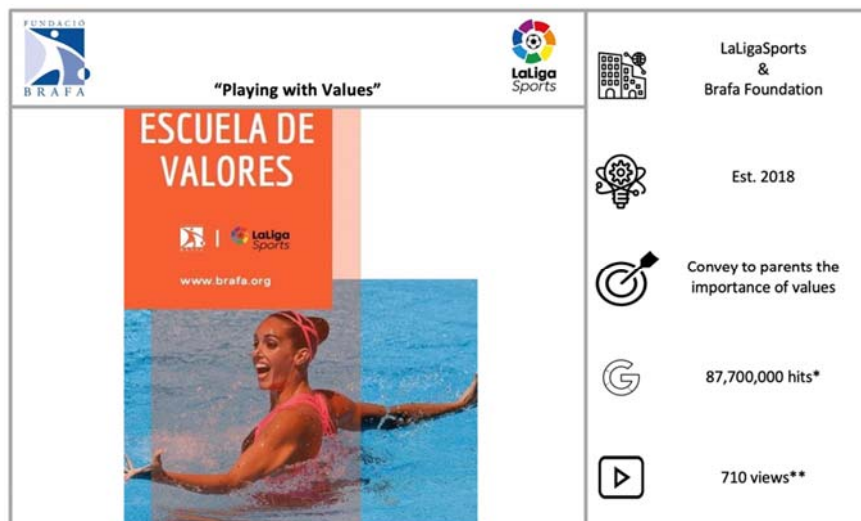


Figure 11: Best Practice Campaign „Playing with Values” (\*Hits in search of the campaign’s name; \*\*Number of views of the spot on the account of “Fundació Brafa”; accessed: 17.04.2020) (Flaticon, 2020; Fundació BRAFA [BRAFA Foundation], 2020; LaLigaSports, 2020; LaLigaSports & Fundació BRAFA [BRAFA Foundation], 2018)

Victor Martin, swimmer specialised in 200 meters, Rayderley Zapata, gymnast and the Spanish National Hockey Team (Red Sticks team) are the stars of a Danone campaign. Danone created a price draw by placing different athletes of the Olympic Sport Association ([ADO] Danone sponsors ADO) under the covers of 12 million yoghurts (see Figure 12). If the athletes of the pictured disciplines won medals, a price of 100,000 Euros were distributed among the customers who had found a discipline under their covers. Danone, thus, has reinforced the commitment. It has maintained with sports for more than 20 years and brings society through this campaign closer together seeking to generate enthusiasm and support for the Spanish sport.



Figure 12: Best Practice Campaign „iftheywinyouwin” (\*Hits in search of the campaign’s name; accessed: 17.04.2020) (Comoayudar, 2020; Danone, 2016; Flaticon, 2020; La Publicidad, 2016)

Many famous Spanish athletes have been taking part in the campaign ‚myHashtagCSD’. At the initial launch, two-time World figure skating champion Javier Fernández, European Championships bronze medallist Loida Zabala, European 10,000m champion Chema Martínez and Ana Carrasco, World Motorcycle Champion in the Supersport 300 category, made their hashtag proposals for a common hashtag and encouraged participation among Spanish citizens. The citizens should be motivated to post their proposals to find the one hashtag which best identifies the Spanish sport.



Figure 13: Best Practice Campaign „myHashtagCSD” (\*Hits in search of the campaign’s name; accessed: 17.04.2020 (CSD, 2020; El programa de la publicidad [The Advertising Programme], 2019; Flaticon, 2020))

### 3 NATIONAL STRATEGIES AND ACTION PLANS

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The steps in creating national strategies and action plans for all involved countries have been retrieved from Devereaux Ferguson (1999, p. 24ff.). It served as inspiration to formulate the major sections and objectives in all areas.

#### *Background statement*

The purpose of this research project is to identify how education in and through sport can be promoted with a special focus on skills development as well as to support the implementation of the EU Guidelines on Dual Careers of athletes. The SWOT analyses shed light on the internal and external environment whereas the best practice examples shed light on how promotions can be developed.

#### *Objectives*

The presented objectives should provide a starting point for the national strategies and action plans and should furthermore develop a common understanding for the reader about the focus of the plans. The following objectives evolved:

- Increase the awareness for DC athletes;
- Build a positive image of athletes pursuing DC;
- Reduce threats of athletes for DC;
- Use media to convey a positive image of DC for athletes;
- Advertise different possibilities of accessing DC / participating in DC measures); and
- Engage involved parties in the implementation of the EU Guidelines on Dual Careers of athletes.

#### *Situation Analysis and Windows of Opportunity*

The SWOT analyses for each country are summarised in Table 31. Through plotting the strengths and weaknesses against the opportunities and threats, windows of opportunities were identified. As one key premise, the SWOT analysis holds the possibility to turn threats and weaknesses into chances through flipping the negative connotation and opening new windows of opportunities. Thereby, for several combinations, promising opportunities were identified.

The white and grey circles of Table 31 display how much room for improvement the outlined topics offer. The more complete (filled with grey colour) a circle is, the more immediate action by the

majority of partner countries is recommended. Thus, completely grey circles constitute a direction and focus of relevant DC strategies and action plans for all partner countries. Circles with less grey shade indicate relevant DC strategies for one country. In brief, the grey circles present gaps but also provide windows of DC opportunities.

Table 31 shows that the main objectives and messages should be focused on developing a DC culture through transmitting positive sport values of sport and outlining the already existing support of DC careers in various sectors to highlight the existing possibilities. A DC culture is something unique and positively connoted and represents therefore one window of opportunity. This facilitates to overcome the negative connoted lack of DC awareness. Consequently, the lack of DC awareness could be diminished and flipped from a weakness into positive messages. Thereby, the potential of elite sports should be used more efficiently. One outcome could be more adolescents being ready to pursue a career of an elite athlete while being educated. Media channels have been considered as appropriate means to undertake such as a challenge. Furthermore, social media can not only support to raise DC awareness but also implement technological changes into DC systems. The current covid-19 crisis might have already speeded these ways up: What is working now in online education, can work for elite student athletes continuously in the future. However, drawbacks came also apparent through this situation due to lack of available infrastructure at different ends.

Table 31: Summary of SWOT analysis for all partner countries

OPPORTUNITIES	STRENGTHS					WEAKNESSES			
	National guidelines/ Sport Act <b>(1)</b>	Positive values of sport <b>(2)</b>	Provision of sport across various sectors <b>(3)</b>	Support of elite sport across sectors incl. stakeholders <b>(4)</b>	Sport included in the educational system <b>(5)</b>	Lack of awareness <b>(6)</b>	Academic research and networks on DC <b>(7)</b>	No legal 'set-up' of DC for elite athletes <b>(8)</b>	Little techn. innovation in implementing DC <b>(9)</b>
Development of a DC culture <b>(a)</b>									
Use of media <b>(b)</b>									
Creation of a national DC strategy on sport <b>(c)</b>									
Use potential of elite sport more efficiently <b>(d)</b>									
<b>THREATS</b>									
Number of potential elite athletes is decreasing <b>(e)</b>									
Decrease of available funds <b>(f)</b>									
Decrease of business partners in terms of offering athletes a DC <b>(g)</b>									
Political instability <b>(h)</b>									

## Communication Objectives and Messages

Communication objectives are milestones in the process of reaching one's goal and could attempt to reflect cognitive, affective and behavioural influences for their audiences. In fact, they inform, persuade, or move to action. Furthermore, messages are directly related to their respective communication objectives and they respond to needs and opportunities of the external and internal audiences. Table 32 presents the communication objectives of DC of elite athletes.

Table 32: Overview of communication objectives and potential messages

Communication Objectives	Messages
<b>External Audiences</b>	
Create awareness about the importance of DC [(1), (2), (6), (7), (8), (a), (b), (c), (d), (e), (h)].	An aware and informed audience builds a sympathetic surrounding for DC athletes – <i>increase the publics' appreciation!</i>
Create a better understanding about the demands of DC [(3), (4), (5), (6), (8), (9), (a), (b), (c), (f), (g), (h)].	DC help talented elite athletes to secure their non-sporting professional career – <i>they need another perspective after their sporting career!</i>
Raise awareness about the career path of talented elite athletes and what it brings along (e.g., anxiety, stress) [(5), (6), (8), (9), (b), (d), (e), (f), (g), (h)].	Elite athletes face various difficulties throughout their careers – <i>ease up the process!</i>
Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need [(6), (7), (8), (b), (c), (e), (f), (h)].	Elite athletes often do not have the chance to work besides pursuing sport on a high-performance level – <i>we need them for our country, they need us for their sports!</i>
Communicate the importance of external stakeholders from various fields (education, sports, industry, etc.) [(3), (4), (5), (6), (9), (b), (d), (f), (g)].	Stakeholders build a strong and supportive external environment for the elite athletes and their DC – <i>join us and contribute!</i>
Communicate the positive values of sport and the value elite athletes yield for their countries [(1), (2), (6), (7), (a), (b), (d), (e), (h)].	Get to know the positive value of sport is a chance to increase the support for elite athletes – <i>they bring gold medals and pride to our nation!</i>
<b>Internal Audiences</b>	
Create responsibility and authorities in charge for a national DC system [(1), (8), (a), (c), (h)].	Identify DC counsellors within all organisations for the sake of the athlete and the organisation – <i>ease up the process!</i>
Help to create an environment in which the elite athletes feel recognised and appreciated [(2), (4), (6), (b), (c), (d), (f), (g)].	Sports at a high-performance level is the 'job/profession' for elite athletes; they put in as much or even more in their jobs than we do – <i>value their efforts!</i>
Create awareness about the positive influence of a 'DC team' surrounding the athletes [(3), (4), (5), (9), (c), (g)].	A stable and positive DC environment facilitates a DC – <i>make sure to create it!</i>

Raise awareness of DC possibilities among elite athletes (e.g., advertise advice offices, special schools) [(4), (5), (6), (9), (b), (c), (e)].

Communicate the importance of combined workforces and collaborations [(1), (3), (4), (5), (7), (d), (g)].

Encourage timely and two-way communication between athletes and relevant DC stakeholders [(1), (3), (4), (5), (f), (g)].

Communicate and secure the welfare and safety of elite athletes and respect diversity [(1), (7), (8), (b), (c), (e)].

If elite athletes are not aware about the different DC opportunities, they cannot use them – *let the information flow!*

Together, hand in hand, we can achieve much more for DC – *work it out as a team!*

Encourage a transparent and sensible communication flow – *you need two to tango!*

Only those who feel safe can unfold their selves – *leave no one behind!*

### **Strategic Considerations**

This section of the plan attempts to add value to the hard data acquired through the SWOT analysis beforehand. Through value-added judgements, cautions in proceedings and recommendations for action, this brief section tends to be speculative in some parts.

The target audiences, which should be reached through spreading the communication objectives and their associated messages, are in the first step all stakeholders and actors linked to a DC of an elite athlete as well as the elite athlete her-/himself. A specific role lies on policy makers and national institutions. Furthermore, the public should be informed to raise common and especially positive awareness amongst the population regarding the DC topic. This could be best reached by using mass media to generate attention and shed light on the special situation of elite athletes. The term 'Dual Career' should be positively connoted in the public's view. As the level of desired visibility, the strategies and action plans attempt to bring out a systematic change in the participating countries, through developing a DC culture and aspiring to set-up a legal framework on DC. Therefore, the recommended actions aim to spread DC topics as wide as possible. However, the changes should not compromise what already exists in the countries but should incorporate the present structures and measures on DC. Additionally to a coordinating umbrella organisation of DC in the countries, shared responsibilities within the elite athletes direct environment are suggested to cooperate into action.

Existing DC programmes and measures must be communicated to the public but also to the elite athletes. To communicate about the already existing DC programmes and measures, swift coordination is needed. Efforts must be made to build on existing partnerships and to generate additional ones. Opportunities for 'piggybacking' other activities should be noticed and explored. The general level of support expected from stakeholders and the public, might differ from country to country. However, the greatest possible benefits should be desired and strived for.

### **Requirements for Communication, Partnerships, and Negotiation**

As planning requires consultation, this part of the plan anticipates requirements for communication, coordination and cooperation (partnerships) as well as negotiation. It should generally comment on the following aspects:

- Who are the relevant actors?
- Into what networks do they tap?
- Which individuals / business units / executives should carry out the plan?
- Which partners for communication activities should be involved?

As the strategies and action plans refer to six countries, which possibly set the focus on different communication objectives and have different national authorities and DC stakeholders, the requirements vary from country to country. Therefore, this part is going to be tackled in the chapters 3.1 to 3.6 for each country individually.

### *Performance Indicators*

Performance indicators measure the overall achievement of the defined communication objectives and therefore the outcome to which extent the objectives are met in a specific time-period. They should be assessed on a regular interval level throughout the planning as well as the implementation phase. At best, all performance indicators measure absolute values, in expression being objective. However, in some cases alternative (subjective) measures are needed, which must be treated with caution. Table 33 presents some exemplary key performance indicators and their associated communication objectives.

Table 33: Overview of communication objectives and exemplary key performance indicators

<b>Communication Objectives</b>	<b>Key Performance Indicators</b>
<b><i>External Audiences</i></b>	
Create awareness about the importance of DC.	<ul style="list-style-type: none"> <li>• Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.</li> <li>• Qualitative cross-sectional studies with the population of a country</li> </ul>
Create a better understanding about the demands of DC.	<ul style="list-style-type: none"> <li>• Qualitative cross-sectional studies with the population of a country</li> </ul>
Raise awareness about the career path of elite athletes and what it brings along (e.g., anxiety, stress).	<ul style="list-style-type: none"> <li>• Qualitative cross-sectional studies with the population of a country</li> </ul>
Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.	<ul style="list-style-type: none"> <li>• Number of financial partnerships / business cooperation which raise money</li> <li>• Amount and sum of funds</li> <li>• Qualitative cross-sectional studies with the population of a country and various stakeholders from business and education</li> </ul>



Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).  
Communicate the positive values of sport and the value elite athletes yield for their countries.

- Number of available DC programmes
- Number of business partners / cooperation
- Qualitative and quantitative cross-sectional studies with various stakeholders of DC and the population of a country

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***Internal Audiences***

Create responsibility and authorities in charge for a national DC system.

Help to create an environment in which the elite athletes feel recognised and appreciated.

Create awareness about the positive influence of a 'DC team' surrounding the athletes.

Raise elite athletes' awareness of DC possibilities among elite athletes (advertise advice offices, special schools, etc.)

Communicate the importance of combined workforces and collaborations.

Encourage timely and two-way communication between athletes and relevant DC stakeholders.

Communicate and secure the welfare and safety of elite athletes and respect diversity.

- Determine/Check whether or not there is a clear DC authority in charge
  - Qualitative and quantitative cross-sectional studies with elite athletes and various stakeholders
  - Number of people belonging to the 'DC team' of athletes
  - Qualitative and quantitative cross-sectional studies with elite athletes and various stakeholders
  - Various media indexes: number of articles on DC possibilities, clicks on DC platforms, search requests, etc.
  - Number of DC programmes and advice offices
  - Qualitative and quantitative cross-sectional studies with elite athletes
  - Number of business partners / cooperation
  - Number of elite athletes enrolled in educational and business programmes tailored for DC
  - Qualitative and quantitative cross-sectional studies with elite athletes and their associated DC stakeholders
  - Number of crimes referring to elite athletes
  - Number of educational programmes which are set-up especially on that topic
-

### 3.1 Germany

Table 34 presents an overview about focal communication objectives for Germany with aligned messages. In addition, the other areas for the action plan, namely strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators are also included.

Table 34: Overview of Germany's action plan

Factors	Contents
Main Communication Objectives to External Audiences	Create awareness about the importance and the demands of DC. Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need. Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).
Main Communication Objectives to Internal Audiences	Create responsibility and authorities in charge for a national DC system. Raise awareness of DC possibilities among elite athletes (advertise advice offices, special schools, etc.). Communicate the importance of combined workforces and collaborations.
Main Messages to External Audiences	<i>Increase the publics' appreciation!</i> <i>They need another perspective after their sporting career!</i> <i>We need them for our country; they need us for their sports!</i> <i>Join us and contribute!</i>
Main Messages to Internal Audiences	<i>Ease up the process!</i> <i>Let the information flow!</i> <i>Leave no one behind!</i>
Strategic Considerations	Clarify an umbrella organisation for DC in Germany, who takes the lead. Include the public. Spread information among elite athletes. Incorporate the existing DC programmes and measures.
Requirements for Communication, Partnerships, and Negotiation	<u>Relevant actors:</u> German Sport Aid Foundation; German Olympic Sports Confederation; Federal Ministry of the Interior, Building and Community and Ministries of the Federal States; schools and universities; various companies, who developed individual programmes and measures on DC. <u>Network:</u> no national DC guidelines or legal framework for DC; separated sport and education system of the country; considerable business and labour network; German Sport Aid Foundation as umbrella organisation? <u>Executor of the plan:</u> marketing units of institutions tackling DC at the moment – they should conduct campaigns to raise awareness; Ministries / national institutions <u>Involved partners:</u> private sector, who offers DC programmes and measures in their companies; Ministries, who can give guidance and financial support
Performance Indicators	Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc. Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.

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Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.  
 Number of DC programmes, which are offered.  
 Number of business partners / cooperation.  
 Determine/Check if there is a clear authority in charge.  
 Number of crimes referring to elite athletes.  
 Number of educational programmes, which are set-up especially on that topic.  
 Number of DC programmes and advice offices.

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### 3.2 Italy

The central communication objectives with aligned messages for Italy are displayed in Table 35. In addition, the other areas for the action plan, namely strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators are also included.

Table 35: Overview of Italy's action plan

Factors	Contents
Main Communication Objectives to External Audiences	<p>Create awareness about the importance and the demands of DC.</p> <p>Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.</p> <p>Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).</p> <p>Communicate the positive values of sport and the value elite athletes yield for their countries.</p>
Main Communication Objectives to Internal Audiences	<p>Create responsibility and authorities in charge for a national DC system.</p> <p>Create awareness about the positive influence of a 'DC team' surrounding the athletes.</p> <p>Communicate the importance of combined workforces and collaborations.</p>
Main Messages to External Audiences	<p><i>Increase the publics' appreciation!</i></p> <p><i>They need another perspective after their sporting career!</i></p> <p><i>We need them for our country; they need us for their sports!</i></p> <p><i>Join us and contribute!</i></p> <p><i>They bring gold medals and pride to our nation!</i></p>
Main Messages to Internal Audiences	<p><i>Ease up the process!</i></p> <p><i>Make sure to create it!</i></p> <p><i>Work it out as a team!</i></p>
Strategic Considerations	<p>Develop a structure for DC in Italy. Some institution has to take the lead. Include the public and the media.</p> <p>Spread information among elite athletes. Use innovative technologies to do so.</p> <p>Find new stakeholders and financial sponsors/possibilities.</p>
Requirements for Communication,	<p><b>Relevant actors:</b> Italian Presidency or Ministers, Ministry of Defence/Ministry of Justice; Ministry of Labour and Social Policies and</p>

Partnerships, and Negotiation	<p>the Italian Ministry of Education, University and Research; Ministry of Youth Policies and Sport; schools and universities; National Olympic Committee (CONI); Sport and Health; Italian Paralympic Committee; national sport federations; sport clubs; companies like the ADECCO Group, the BNL bank and the Benetton Group, who developed individual programmes on DC.</p> <p><u>Network:</u> no national DC guidelines or legal framework for DC; no systematic monitoring and evaluation system for DC; separated sport and education system of the country; considerable cooperation between stakeholders of various sectors; CONI as the umbrella organisation for DC at sport level; Unisport-Italia as the umbrella network for DC at university level.</p> <p><u>Executor of the plan:</u> conversation on Italian DC increased due to the participation of universities and the CONI in Erasmus+ Sport partnerships providing funds to collect information – this information should be applied nationally with support of the ministries; CONI as leading executing organisation.</p> <p><u>Involved partners:</u> private sector, who offers DC programmes and possibilities for the transition of athletes to the labour market; Ministries, who can implement policy and give financial support.</p>
Performance Indicators	<p>Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.</p> <p>Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.</p> <p>Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.</p> <p>Number of DC programmes, which are offered.</p> <p>Number of business partners / cooperation / business programmes on DC.</p> <p>Determine/Check if there is a clear authority in charge.</p> <p>Number of crimes referring to elite athletes.</p> <p>Number of people belonging to the 'DC team' of an athlete.</p>

### 3.3 Lithuania

Table 36 gives an overview about Lithuania's focal communication objectives with aligned messages. Furthermore, the strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators are presented as well.

Table 36: Overview of Lithuania's action plan

Factors	Contents
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Main Communication Objectives to External Audiences	<p>Create awareness about the importance and the demands of DC.</p> <p>Raise awareness about the career path of elite athletes and what it brings along (e.g., anxiety, stress).</p> <p>Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.</p> <p>Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).</p>
Main Communication Objectives to Internal Audiences	<p>Help to create an environment in which the elite athletes feel recognised and appreciated.</p> <p>Communicate the importance of combined workforces and collaborations.</p> <p>Encourage timely and two-way communication between athletes and relevant DC stakeholder.</p>
Main Messages to External Audiences	<p><i>Increase the publics' appreciation!</i></p> <p><i>They need another perspective after their sporting career!</i></p> <p><i>Ease up the process!</i></p> <p><i>We need them for our country, they need us for their sports!</i></p> <p><i>Join us and contribute!</i></p>
Main Messages to Internal Audiences	<p><i>Ease up the process!</i></p> <p><i>Work it out as a team!</i></p> <p><i>You need two to tango!</i></p>
Strategic Considerations	<p>Coordinate existing DC programmes and measures.</p> <p>Include the public and the media to raise awareness.</p> <p>Find financial resources and stakeholders to support DC for elite athletes.</p> <p>Build up a good infrastructure for a DC. Get research on DC in progress.</p>
Requirements for Communication, Partnerships, and Negotiation	<p><u>Relevant actors:</u> Government of the Republic of Lithuania, Youth and Sport affairs commission of the Parliament; Ministry of Education, Science and Sport; schools and universities; sports foundation; Municipality's Council; Lithuanian National Olympic Committee and national sport federations; National Athletes Associations; NGOs.</p> <p><u>Network:</u> no national guidelines; there are no formal agreements between public authorities and national or regional sport organisations, but there are formal agreements between private authorities and national or regional sport organisations; there are no cooperations related to DC issues with companies – no existing network through various sectors.</p> <p><u>Executor of the plan:</u> discussion on DC as first initiative to talk about DC organised by the Parliament of the Republic of Lithuania, the Ministry of Education, Science and Sport, the National Association of Athletes – those stakeholders as representatives of different sectors could be executing bodies of DC.</p> <p><u>Involved partners:</u> Sport schools as main implementing body of DC; universities, who offer individual supervision and support from consultants and mentors, free use of all sport facilities and a reduction of tuition fees.</p>

Performance Indicators	<p>Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.</p> <p>Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.</p> <p>Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.</p> <p>Number of DC programmes, which are offered.</p> <p>Number of business partners / cooperation.</p> <p>Number of educational programmes, which are set-up especially on that topic.</p>
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### 3.4 Romania

Table 37 presents an overview about focal communication objectives for Romania with aligned messages. In addition, the other areas for the action plan, namely strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators are also included.

Table 37: Overview of Romania's action plan

Factors	Contents
Main Communication Objectives to External Audiences	<p>Create awareness about the importance and the demands of DC.</p> <p>Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.</p> <p>Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).</p> <p>Communicate the positive values of sport and the value elite athletes yield for their countries.</p>
Main Communication Objectives to Internal Audiences	<p>Create responsibility and authorities in charge for a national DC system.</p> <p>Help to create an environment in which the elite athletes feel recognised and appreciated.</p> <p>Communicate the importance of combined workforces and collaborations.</p> <p>Communicate and secure the welfare and safety of elite athletes and respect diversity.</p>
Main Messages to External Audiences	<p><i>Increase the public's appreciation!</i></p> <p><i>They need another perspective after their sporting career!</i></p> <p><i>We need them for our country; they need us for their sports!</i></p> <p><i>Join us and contribute!</i></p> <p><i>They bring gold medals and pride to our nation!</i></p>
Main Messages to Internal Audiences	<p><i>Ease up the process!</i></p> <p><i>Value their efforts!</i></p> <p><i>Work it out as a team!</i></p> <p><i>Leave no one behind!</i></p>
Strategic Considerations	<p>Create a specific DC guide for Romania. Clarify responsibilities. Develop a better legal standing for sponsorships and therefore financial support on DC.</p> <p>Include the public and the media while raising awareness.</p>

	Find stakeholders to support DC of elite athletes. Generate long-lasting funds for the athletes.
Requirements for Communication, Partnerships, and Negotiation	<p><u>Relevant actors:</u> Ministry of Youth and Sports, Ministry of National Education; County Department for Sport and Youth; Romanian Olympic and Sporting Committee; sport federations; sport clubs; sports academies; sports associations; county sports associations; sports kindergarten; sports vocational schools; sports faculties.</p> <p><u>Network:</u> no national guidelines regarding DC, but there are laws regarding the DC; DC is only supported by public stakeholders; there are no cooperations with or support by the private sector or companies – no DC network between stakeholders of different sectors.</p> <p><u>Executor of the plan:</u> Sport in Romania is embedded in a centralised system – Ministry of Youth and Sports therefore as executor.</p> <p><u>Involved partners:</u> The Ministry of National Education who finances and supervises sports kindergarten, sports vocational schools and sports faculties, sports kindergarten, sports vocational schools and sports faculties who implement education; Romanian Olympic and Sporting who gives sport expertise.</p>
Performance Indicators	<p>Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.</p> <p>Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.</p> <p>Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.</p> <p>Number of DC programmes, which are offered.</p> <p>Number of business partners / cooperation.</p> <p>Determine/Check if there is a clear authority in charge.</p> <p>Number of crimes referring to elite athletes.</p> <p>Number of educational programmes, which are set-up especially on that topic.</p>

### 3.5 Slovenia

The communication objectives with their aligned messages for Slovenia are displayed in Table 38. Furthermore, other relevant areas for the action plan, in expression strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators are presented.

Table 38: Overview of Slovenia's action plan

Factors	Contents
Main Communication Objectives to External Audiences	<p>Create awareness about the importance and the demands of DC.</p> <p>Raise awareness about the career path of elite athletes and what it brings along (e.g., anxiety, stress).</p> <p>Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.</p> <p>Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).</p>

Main Communication Objectives to Internal Audiences	<p>Help to create an environment in which the elite athletes feel recognised and appreciated.</p> <p>Create awareness about the positive influence of a 'DC team' surrounding the athletes.</p> <p>Communicate the importance of combined workforces and collaborations.</p>
Main Messages to External Audiences	<p><i>Increase the publics' appreciation!</i></p> <p><i>They need another perspective after their sporting career!</i></p> <p><i>Ease up the process!</i></p> <p><i>Join us and contribute!</i></p>
Main Messages to Internal Audiences	<p><i>Value their efforts!</i></p> <p><i>Make sure to create it!</i></p> <p><i>Leave no one behind!</i></p>
Strategic Considerations	<p>Make sure the guidelines of DC are going to be implemented.</p> <p>Spread information among stakeholder.</p> <p>Include the public and the media while raising awareness.</p> <p>Find more stakeholders to support DC of elite athletes. Generate long-lasting funds for the athletes.</p>
Requirements for Communication, Partnerships, and Negotiation	<p><u>Relevant actors:</u> Ministry of Education, Science and Sport; Department of Sport; Slovenian Olympic Committee; Slovenian Olympic Academy; national sport federations; clubs; secondary schools and universities; various companies.</p> <p><u>Network:</u> A legal framework on DC exists and there are existing cooperations between stakeholders of the public sector, the private sector and the business sector.</p> <p><u>Executor of the plan:</u> the Slovenian Olympic Committee who promotes DC with different partnerships and projects.</p> <p><u>Involved partners:</u> The Ministry of Education, Science and Sport and the Department of Sport which can give guidance and financial support; companies such as the Telekom Slovenije which support e-learning</p>
Performance Indicators	<p>Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.</p> <p>Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.</p> <p>Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.</p> <p>Number of DC programmes, which are offered.</p> <p>Number of business partners / cooperation.</p> <p>Number of educational programmes, which are set-up especially on that topic.</p> <p>Number of people belonging to the 'DC team' of athletes.</p>



### 3.6 Spain

Spain's focal communication objectives with aligned messages are shown in Table 39. In addition, the strategic considerations, requirements for communication, partnerships, and negotiation as well as key performance indicators for the action plan are displayed.

Table 39: Overview of Spain's action plan

Factors	Contents
Main Communication Objectives to External Audiences	<p>Create awareness about the importance and the demands of DC.</p> <p>Raise awareness about the career path of elite athletes and what it brings along (e.g., anxiety, stress).</p> <p>Create awareness regarding the difficult financial situation of elite athletes and the financial assistance they need.</p> <p>Communicate the importance of external stakeholders from various fields (e.g., education, sports, industry).</p>
Main Communication Objectives to Internal Audiences	<p>Create awareness about the positive influence of a 'DC team' surrounding the athletes.</p> <p>Raise awareness of DC possibilities among elite athletes (advertise advice offices, special schools, etc.).</p> <p>Communicate the importance of combined workforces and collaborations.</p> <p>Encourage timely and two-way communication between athletes and relevant DC stakeholders.</p>
Main Messages to External Audiences	<p><i>Increase the publics' appreciation!</i></p> <p><i>They need another perspective after their sporting career!</i></p> <p><i>Ease up the process!</i></p> <p><i>We need them for our country; they need us for their sports!</i></p> <p><i>Join us and contribute!</i></p>
Main Messages to Internal Audiences	<p><i>Make sure to create it!</i></p> <p><i>Let the information flow!</i></p> <p><i>Leave no one behind!</i></p> <p><i>You need two to tango!</i></p>
Strategic Considerations	<p>Create a strategic sport, which is forward looking for Spain.</p> <p>Spread information among elite athletes.</p> <p>Use the public and media while creating awareness.</p> <p>Find more stakeholders to support DC of elite athletes. Generate long-lasting funds for the athletes.</p> <p>Incorporate DC in the education system.</p>
Requirements for Communication, Partnerships, and Negotiation	<p><u>Relevant actors:</u> Ministry of Culture and Sport; Ministry of Education and professional training; Regional governments; General Directorates of Sports of the Autonomous Communities; Superior Sports Council; Municipalities; Spanish Olympic Committee; Spanish Paralympic Committee; national sport federations; Spanish Sports Association (ADESP), sport clubs; universities; Council of Universities; Spanish Committee for Sport University; private companies.</p>

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Network: there are no national guidelines on DC, but there is a legal framework on DC; there are agreements between public authorities and national sport organisations, between private entities and public organisations and institutions as well as between the business sector and public and private organisations – existing network and synergy between all sectors.

Executor of the plan: the Superior Sports Council as autonomous administrative body attached to the Ministry of Education and Culture and who promotes DC in cooperation with the educational sector, private organisations and companies.

Involved partners: Ministry of Culture and Sport who can give financial support, the general directorate of sports of the regional governments who can give financial support and coordinate the sports policy at regional level, private sport organisations who promote programmes in the sport sector; universities who promote DC in the educational sector; companies that invest and develop initiatives promoting DC.

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Performance Indicators

Various media indexes: number of articles on DC, clicks on DC platforms, number of followers, search requests, etc.

Qualitative and quantitative cross-sectional studies with elite athletes, stakeholder of DC and the population of a country.

Number of financial partnerships / business cooperation, which raise money and the amount / sum of funds.

Number of DC programmes, which are offered.

Number of business partners / cooperation.

Number of educational programmes, which are set-up especially on that topic.

Number of people belonging to the 'DC team' of athletes.

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