



ENTREMIND
Fostering Entrepreneurial Mindset

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D2.4 ATHLETE ENTREPRENEURIAL SPIRIT AND MINDSET TRAINING KIT 2026

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Table of Contents

D2.4 Athlete Entrepreneurial Spirit and Mindset Training Kit	2
Status of This Draft.....	3
PART A — Inspirational Athlete Entrepreneur Stories	4
3.1 Selection Methodology and Criteria	4
3.2 How to Read a Story.....	4
3.3 The Stories.....	5
3.4 Cross-Story Pattern Analysis.....	25
3.5 Story Index.....	26
3.6 Verification Register	29
PART B — Online Course Catalogue.....	31
4.1 Selection Methodology	31
4.2 How to Choose a Course.....	32
4.3 The Catalogue	33
4.4 Suggested Learning Pathways	48
4.5 Course Index	49
4.6 Verification Register and Maintenance	51
PART C — Entrepreneurial Resource Directory	53
5.0 Start Here — The Five Essential Resources	53
5.1 Books	53
5.2 Articles, Reports and Research	58
5.3 Podcasts.....	60
5.4 Talks and Videos	62
5.5 Newsletters, Blogs and Free Tools.....	64
5.6 Country-Specific Resources	65
5.7 Resource Index by Mindset Component.....	66
5.8 Verification Register	67

D2.4 Athlete Entrepreneurial Spirit and Mindset Training Kit

Parts A, B and C — consolidated working draft

Project	ENTREMIND — Fostering Entrepreneurial Mindset and Skillset among Athletes for Post-Career Success: A Comprehensive Program for Entrepreneurial Excellence
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Status of This Draft

This document consolidates the three substantive components of D2.4 in sequence:

- **Part A — Inspirational Athlete Entrepreneur Stories** (Section 3)
- **Part B — Online Course Catalogue** (Section 4)
- **Part C — Entrepreneurial Resource Directory** (Section 5)

These are the three components named in the deliverable specification. They were drafted first, and deliberately so: the framing sections can then describe what was actually produced rather than what was planned.

Sections not yet drafted. The following remain to be written and are noted here so that reviewers are not looking for them:

Section	Content
Executive Summary	One page, to be written last
1. Introduction	Purpose, relationship to D2.2 and D2.3, audience, the three entry routes
2. The Learning Architecture	Recap of the 10-component framework, EMAT-score-to-content routing, the 12-week journey
6. Implementation Guidance	For athletes, for coaches and advisors, for sport organisations
7. Quality Assurance, Accessibility and Maintenance	Editorial process, accessibility statement, link maintenance, limitations
8. Conclusion	
Annexes A–D	Coverage matrix, quick-reference one-pager, personal learning plan template, references

Outstanding consortium actions. Fourteen items across the three parts are marked **[CONSORTIUM ACTION]** or **[TO VERIFY]**. They are consolidated in the verification registers at the end of each part. The most significant are: the reserved failure-case interview in Part A Story 15; national course entries for Belgium in Part B; and confirmation of seven talk titles in Part C.

Verification principle applied throughout. Every factual claim in this draft is traceable to a public source listed in the relevant register. Where a source could not be found, the detail is omitted or explicitly flagged rather than inferred. Nothing has been reconstructed from plausibility.

PART A — Inspirational Athlete Entrepreneur Stories

3.1 Selection Methodology and Criteria

The fifteen cases in this part were not chosen for fame. They were chosen to make a specific argument: that entrepreneurship after sport is a normal, reachable path, taken at every scale from a five-person rowing club to a company sold to an international buyer.

Five criteria governed selection.

Verifiability. Every factual claim in these stories comes from a public source listed at the end of the story. Where a source could not be found, the detail was left out or marked. Nothing here is reconstructed from plausibility.

Scale diversity. Four of the cases are athletes running small, self-funded ventures with no outside capital and no media profile. This is deliberate. A collection made only of Olympic champions with global brands produces admiration, not action. Most readers of this kit will not raise a funding round. They may well open a club, a studio or a workshop.

Geographic balance. All four ENTREMIND partner countries — Poland, Türkiye, Belgium and Norway — are represented by at least two cases, with two further cases from the wider European context.

Representation. Six of the athletes are women. Two are para-athletes. The ventures span manufacturing, retail, sport services, coaching, fashion, femtech, investment and community organisations.

Honesty about difficulty. Two cases involve a documented pivot: a brand repositioning and a full product-market change. One slot is deliberately reserved for a first-hand account of a venture that failed. That account cannot be written from press coverage, because failure is the one part of the athlete-entrepreneur story that the press does not report. It has to come from an interview.

A note on what these stories are, and are not

Sections 1 to 5 of each story are factual and sourced. Sections 6 to 11 — the transferable capacities, the mindset components, the lessons and the reflection questions — are ENTREMIND's own interpretation, written for your benefit. They are not claims about what these athletes think or intend. Where an athlete has publicly described their own reasoning, that is quoted or paraphrased with a source.

We have also not speculated about anyone's finances, health, family or motives beyond what they themselves have made public.

3.2 How to Read a Story

Each story follows the same twelve-part structure so you can compare cases directly rather than reading each one from scratch.

If you have completed the EMAT (D2.2): go to the Story Index in §3.5, find the mindset components where you scored Red or Amber, and read those stories first. A story about someone who built the capacity you are missing is more useful than one about someone who already had everything.

If you have not: read three or four stories that resemble your own situation — your country, your sport type, your career stage — and pay attention to §5 of each, “The hard part”. That section is where the transferable learning sits.

For coaches and career advisors: each story ends with two reflection questions designed for a one-to-one conversation. They work as workshop prompts in pairs. Do not use these stories as motivational content in a group setting without the reflection step; inspiration without a next action tends to fade within a week.

The twelve parts

#	Section	What it gives you
1	Profile card	The facts at a glance
2	The athlete	Who they were in sport
3	The turning point	What triggered the transition
4	The venture	What they built and how it started
5	The hard part	The concrete obstacle
6	What transferred from sport	ENTREMIND analysis
7	Mindset components demonstrated	Links to your EMAT profile
8	Barrier addressed	Which of the four ENTREMIND barriers
9	Three lessons	What to do with this
10	Reflect	Two questions for you
11	Go deeper	Course, resource and module
12	Sources	So you can check us

3.3 The Stories

Story 1 — Anna Lewandowska (Poland)

Sport: Karate • **Type:** Individual • **Career:** approx. 11 years, from age 11 • **Venture:** Healthy Plan by Ann; Foods by Ann • **Sector:** Wellness, nutrition, publishing • **Status:** Five companies operating in the well-being field

The athlete. Anna Lewandowska (née Stachurska) trained in karate from the age of 11 and competed for eleven years, winning 29 medals at Polish championships, 6 at European championships and 3 at world championships — 38 in total. She graduated from the University of Physical Education in Warsaw with two diplomas, one in sports management and one in nutrition.

The turning point. Her transition was not triggered by a single event. She had already built the qualification base — a physical education degree plus nutrition and sports management diplomas — while competing. This is a dual-career pattern rather than a rupture: the second career was under construction before the first ended.

The venture. She began with a blog, Healthy Plan by Ann, which built an audience around a practical approach to health and nutrition. The blog became the foundation for a wider business: diet plans, workout programmes, an app, books, e-books, calendars, clothing and organised training sessions. A second brand, Foods by Ann, produces food and supplement products. Her official site states she runs five businesses in the well-being sector.

The hard part. *[VERIFICATION GAP — the public record documents the outcome of this venture in detail but not its obstacles. No sourced account of early-stage difficulties, financing or setbacks was found. [CONSORTIUM ACTION: YES to approach for a short written Q&A on the first two years of the business.] Until then this story should be presented as an audience-to-product case, not as a full transition narrative.]*

What transferred from sport (ENTREMIND analysis). The clearest transferable element here is not resilience but *credential-building*. Her official profile lists 56 professional certificates alongside her degrees. In sport she was accustomed to the idea that competence must be demonstrated and certified before anyone takes you seriously. She applied the same standard to a market — nutrition advice — where most competitors had no formal qualification at all. That became her differentiator.

Mindset components demonstrated. - **Opportunity Awareness & Vision (1)** — she identified demand for evidence-based wellness content in the Polish market before it was crowded, and saw that a blog audience could become a product line. - **Initiative & Action (8)** — the blog required no permission, no capital and no partner. She started with the smallest possible version. - **Building Social Capital (10)** — the audience built during the blogging phase became the distribution channel for every product that followed.

Barrier addressed. *Identity Paralysis* — in reverse. Because she was building a second professional identity while still competing, she never faced the “who am I without sport” gap.

Three lessons. 1. Start the qualification before you need it. Her degrees were finished while she was still competing, not after. 2. Build the audience before the product. The blog came years before the food brand. 3. In a market full of unqualified competitors, formal credentials are a business asset, not just a personal one.

Reflect. - What qualification could you begin in the next six months that would still be useful in ten years? - If you had to build an audience of 1,000 people around one thing you genuinely know, what would that thing be?

Go deeper. [Part B → Marketing, Personal Brand & Social Media] · [Part C → personal brand and audience-building resources] · **Module 1: Identity & Mindset**

Sources. healthyplanbyann.com official team page; Wikipedia (Anna Lewandowska). Medal figures taken from her official site, which is the most authoritative source available; secondary press reports the same total of 38 without the breakdown.

Story 2 — Mariusz Pudzianowski (Poland)

Sport: Strongman, later mixed martial arts · **Type:** Individual · **Career:** Strongman to 2009, MMA from 2009 · **Ventures:** Mariusz Pudzianowski Transport (1997); “U Pudziana” banquet hall (2010); online merchandise store (2018) · **Sector:** Logistics, hospitality, e-commerce

The athlete. Pudzianowski won the World’s Strongest Man title five times — in 2002, 2003, 2005, 2007 and 2008 — the most in the competition’s history. He moved to mixed martial arts in 2009 and has competed there since.

The turning point. There wasn’t one, and that is the point of this story. He founded his transport company in 1997, years before his strongman career peaked. The business was built in parallel with the athletic career, not after it.

The venture. Mariusz Pudzianowski Transport started in 1997 and now operates a fleet of more than 20 tractor units with various trailer types. Since 2013 it has traded as Team Mariusz Pudzianowski Transport i Spedycja, adding freight forwarding to haulage, and serves clients in Poland and across Europe. In 2010 he opened a banquet hall, “U Pudziana”, in his home town of Biała Rawska, hosting weddings and corporate events. Since 2018 he has also run an online store selling merchandise carrying his image and well-known phrases. He has additionally invested in real estate near his home.

The hard part. Transport and freight forwarding is a low-margin, operationally demanding sector — Polish coverage of his business describes it as a hard way to earn a living. He has continued to drive the trucks himself at times. This is the opposite of the passive celebrity-endorsement model: it is an operating business in a competitive industry that requires daily management.

What transferred from sport (ENTREMIND analysis). Timing. By starting in 1997 he gave the business more than a decade to mature while sport still paid the bills. When the strongman career ended, there was no revenue cliff. Athletes who wait until retirement to start face the opposite: they need income immediately from a business that has no customers yet.

Mindset components demonstrated. - **Resource Consciousness (4)** — sport income was deployed into operating assets and property rather than consumed. - **Initiative & Action (8)** — he started at 20, without waiting for the career to end or for conditions to be right. - **Adaptability (9)** — three different business models across three decades, plus a discipline switch from strongman to MMA.

Barrier addressed. *Informal Hustle* and *Golden Handcuffs* together. Because the second income stream was formal and established early, retirement never forced a choice between his sport earnings and a risky new start.

Three lessons. 1. The best time to start is while you still have another income. Not after. 2. Unglamorous sectors — haulage, catering, property — are where most durable athlete businesses actually are. 3. Merchandise built on your name works only once you already have an operating business behind it. His store came 21 years after the transport company.

Reflect. - If your sport income stopped in 18 months, what would replace it — and what would you need to start now for that to be true? - What sector do you already understand from ordinary life, rather than from sport?

Go deeper. [Part B → Foundations of Entrepreneurship] · [Part C → cash flow and small-business operations resources] · **Module 2: Safe Start Pathway**

Sources. Interia Sport; Super Express; Wikipedia (Mariusz Pudzianowski). **Note on dates:** some Polish sources give 2009 as the founding year of the transport company. Interia and Super Express, both reporting from the company's own website, give 1997 and are treated here as authoritative; the 2009 date appears only in low-quality aggregator content.

Story 3 — Krzysztof Dudziński (Poland)

Sport: Paragliding · **Type:** Individual · **Career:** Polish national team; national champion 1993 and 1998 · **Venture:** Air-Sport Producent Paralotni, founded 1989 · **Sector:** Aerospace manufacturing · **Location:** Zakopane

The athlete. Dudziński was a member of the Polish national paragliding team and won the Polish National Paragliding Championship in 1993 and again in 1998.

The turning point. He founded Air-Sport in 1989, before his championship wins. As with Pudzianowski, the venture and the competitive career ran in parallel — but here the two were the same activity. He was manufacturing the equipment for the sport he was competing in.

The venture. Air-Sport, based in Zakopane, designs and manufactures paragliders and wings for powered paragliding. It is a specialist manufacturer in a small, technical market.

The hard part. *[VERIFICATION GAP — no sourced account of the company's early financing, market entry or difficulties was found in English or Polish coverage. [CONSORTIUM ACTION: YES to attempt contact via air-sport.pl for a short interview. This is a valuable case precisely because it is small and technical, and a first-hand account would strengthen it considerably.]]*

What transferred from sport (ENTREMIND analysis). Domain knowledge as a competitive advantage. A national-team pilot knows what a wing needs to do under competition conditions in a way no outside manufacturer can replicate. This is the

“infrastructure builder” pattern: rather than selling his name into a general market, he built the technical product his own sport required.

Mindset components demonstrated. - **Opportunity Awareness & Vision (1)** — he saw a manufacturing opportunity inside his own sport at a very early stage of the Polish market. - **Creative Problem Solving (2)** — paraglider design is iterative engineering under real constraints. - **Initiative & Action (8)** — building a manufacturing business in Poland in 1989, at the start of the country’s economic transition, required acting well before conditions were settled.

Barrier addressed. *Institutional Blindness* — there was no support programme for an athlete starting a specialist aerospace manufacturer in 1989. He built it anyway.

Three lessons. 1. Your sport is a market. Somebody manufactures the equipment, organises the events and provides the services — and they usually know less about the sport than you do. 2. Small and technical beats large and generic. A specialist manufacturer in a niche can survive for decades. 3. Deep expertise in one narrow area is a business asset. You do not need a broad idea.

Reflect. - What piece of equipment, service or process in your sport has annoyed you for years? - Who currently supplies it, and what do they get wrong that you would get right?

Go deeper. [Part B → Idea Validation & Opportunity Recognition] · [Part C → product development and manufacturing resources] · **Module 1: Identity & Mindset**

Sources. Wikipedia (Air-Sport), citing air-sport.pl and World Directory of Leisure Aviation.

Story 4 — Sinan Güler (Türkiye)

Sport: Basketball · **Type:** Team · **Career:** Turkish national team, former captain · **Venture:** Angel investment portfolio; Sports Startups Accelerator Program · **Sector:** Venture investment, sport technology

The athlete. Güler played for the Turkish national basketball team and served as its captain.

The turning point. His entry into business began commercially rather than financially — he started with an online sports shoe retailer, Lastikpabuç, before moving into investment.

The venture. Güler has invested in 27 companies combining sport and technology. He joined the BIC Angel Investments network founded by Joachim Behrendt, and holds investments in ventures including Hızlıçeviri, Bionluk, Connected2me and 8bitiz. He then founded the Sports Startups Accelerator Program, designed to support the development of sport-focused ventures and strengthen links between the sport and entrepreneurship ecosystems. That programme is now his main focus.

The hard part. Investing 27 times means being wrong a significant number of times — this is the arithmetic of early-stage investment, not a criticism. Güler has said publicly that a

standard investor should hold between 10 and 20 ventures, which is an explicit acknowledgement that individual outcomes are unpredictable and that portfolio construction is what protects you.

What transferred from sport (ENTREMIND analysis). Two things. First, evaluation under uncertainty: he has described repeatedly asking himself whether he would use a product as a customer — a simple, disciplined screening test. Second, the shift from player to system-builder. Founding an accelerator is the business equivalent of moving from playing to developing the squad.

Mindset components demonstrated. - **Critical Evaluation (3)** — a stated, repeatable test applied to every investment decision. - **Building Social Capital (10)** — joining an established angel network gave him access to deal flow, co-investors and judgement he did not yet have. - **Opportunity Awareness & Vision (1)** — he identified the gap between Türkiye's sport sector and its startup ecosystem and built an institution to bridge it.

Barrier addressed. *Institutional Blindness* — rather than complaining that no support structure existed for sport ventures in Türkiye, he founded one.

Three lessons. 1. Join an existing network before building your own. He entered an established angel network first, then founded a programme. 2. Have one simple test you apply to every opportunity. His is: would I use this myself? 3. Diversify. A single venture is a bet; a portfolio is a strategy.

Reflect. - What is your one screening question for a business idea — and if you do not have one, what should it be? - Which existing network in your country could you join this month rather than starting something from scratch?

Go deeper. [Part B → Idea Validation & Opportunity Recognition] · [Part C → early-stage investing and sport-business resources] · **Module 3: Bureaucracy Hacker**

Sources. Milliyet (Hanife Baş), reproduced by NTV. **Note:** the investment count of 27 reflects the position reported at the time of that article; the current figure may be higher and should be re-verified before publication.

Story 5 — Güray Zünbül (Türkiye)

Sport: Sailing · **Type:** Individual · **Career:** More than 500 national appearances; Türkiye's first sailing world champion, 2000 · **Venture:** Co.Sailing — corporate training combining sailing and coaching · **Sector:** Corporate training and coaching

The athlete. Zünbül began sailing at 13, represented Türkiye more than 500 times, and won numerous Turkish, Balkan and European championships. In 2000 he won the first world championship title in Turkish sailing history.

The turning point. This is the clearest dual-career decision in the collection, and it happened at university-choice age. Zünbül has said he intended to become a mechanical engineer and build high-speed trains, but during his sailing career he observed the gap in

sport psychology in Türkiye and chose to study psychology instead. He graduated from Koç University in 2007 on a scholarship. Both careers — athletic and psychological — continued in parallel after university.

The venture. Co.Sailing combines his business experience with sailing, delivering corporate training and coaching that uses sailing as the learning environment.

The hard part. *[VERIFICATION GAP — the alumni interview covers his career decision and the concept of the business but not its commercial challenges. [CONSORTIUM ACTION: SPEDTECH is best placed to approach him directly; he is a Turkish-speaking, articulate subject and would likely also be a strong workshop contributor for D2.6.]]*

What transferred from sport (ENTREMIND analysis). He turned an observed deficiency in his own sport environment into an educational path and then into a service. The sequence matters: observation → qualification → business. Many athletes attempt the first and third steps without the second.

Mindset components demonstrated. - **Opportunity Awareness & Vision (1)** — he noticed a structural gap in Turkish sport at 18 and redirected his entire education around it. - **Self-Efficacy (5)** — switching from an engineering ambition to psychology, then building a business at the intersection of both, required believing he could succeed outside a familiar domain. - **Creative Problem Solving (2)** — combining sailing with corporate coaching is a genuinely unconventional service design.

Barrier addressed. *Informal Hustle* — his coaching and psychology work grew alongside his athletic career and became a formal business rather than remaining an unregistered sideline.

Three lessons. 1. Your education is a strategic decision, not an administrative one. Choose it against the gap you have noticed, not against your school results. 2. Two fields combined are more defensible than one field done well. Sailing plus psychology is harder to copy than either alone. 3. The gap you notice at 18 may still be a market at 35.

Reflect. - What has been missing from your sport environment for as long as you can remember? - What would you need to learn to be the person who supplies it?

Go deeper. [Part B → Mindset, Resilience & Career Transition] · [Part C → career-transition and dual-career resources] · **Module 1: Identity & Mindset**

Sources. Koç University alumni interview (mezun.ku.edu.tr).

Story 6 — Ozan Yelaldı (Türkiye)

Sport: Rowing · **Type:** Team/individual · **Career:** First national team selection at 15; active career ended at 18 · **Venture:** Bursa Rowing Club, founded January 2021 · **Sector:** Sport club and community organisation

The athlete. Yelaldı took up rowing at 14 and was selected for the national team at 15. His active competitive career ended at 18, but by then he had won Turkish championships, placed in competitions abroad, and taken third place at the Balkan championships. He completed the Coaching Department of Kocaeli University's Faculty of Sport Sciences and coached for two years at Şişecam Çevre ve Spor Kulübü, five years at Fenerbahçe, and with national teams during those periods. He is a member of the Turkish Rowing Federation's Coastal Rowing Board.

The turning point. His athletic career ended at 18 — unusually early, and long before any of the financial or identity cushions available to older retiring athletes. The response was to build a coaching career first, and only two decades later to found his own organisation.

The venture. In January 2021 Yelaldı founded Bursa Rowing Club, with his wife Gülşah Sezer Yelaldı taking the role of club president. It began by attracting people who came to row recreationally. The club now has 130 active members drawn from a wide range of professions — lawyers, software developers, engineers, psychologists, hairdressers, teachers — who train before dawn from Güzelyalı Marina out into Gemlik Bay.

The hard part. The club started with hobbyists, not athletes. The founding intention was to develop national-level competitors and to spread the sport, but the initial market was people who simply liked being on the water. Building a competitive pathway on top of a recreational membership base is a slower route than starting with a talent pool.

What transferred from sport (ENTREMIND analysis). He built the organisation he had needed. His own career ended at 18 in a sport with limited infrastructure; the club creates the environment that might have extended it. Note also the co-founder structure: his wife holds the presidency, which distributes the governance load rather than concentrating everything on the founder-athlete.

Mindset components demonstrated. - **Creative Problem Solving (2)** — recruiting adult professionals as a membership base was not the obvious route to producing national athletes, but it funded and populated the club. - **Resource Consciousness (4)** — a rowing club is capital-intensive in equipment and water access; growing from a recreational base builds the resource base before the competitive ambition. - **Initiative & Action (8)** — he founded the club rather than continuing indefinitely as an employed coach.

Barrier addressed. *Informal Hustle* — twenty years of coaching work for other people's institutions became his own registered organisation.

Three lessons. 1. Your first customers may not be your intended customers. Serve the ones who turn up. 2. A co-founder who covers what you do not is worth more than full ownership. 3. An early career ending is not a disqualification. His club came more than twenty years after his last race.

Reflect. - Who is already willing to pay for something you can deliver, even if they are not the group you had in mind? - What would you need a co-founder to be good at?

Go deeper. [Part B → Foundations of Entrepreneurship] · [Part C → community and membership business resources] · **Module 2: Safe Start Pathway**

Sources. Anadolu Agency (aa.com.tr).

Story 7 — Oğuzhan Polat (Türkiye)

Sport: Para archery · **Type:** Individual · **Career:** Paralympic national team 2009–2019; Paralympic Games 2012 · **Venture:** Gazi Okçuluk Kulübü (Veterans' Archery Club), founded 2019 · **Sector:** Sport club, disability inclusion

The athlete. In 1996, twenty days before completing his military service in Şırnak, Polat stepped on a landmine and lost his right leg. He returned to standing with a prosthetic limb and encountered archery in 2007 at a Turkish Armed Forces rehabilitation centre. He joined the Paralympic national team in 2009 and went on to represent Türkiye at three World Championships, three European Championships and the 2012 Paralympic Games. He won world champion status at the Fazza International competition in Dubai in 2017 and placed third in Europe in 2018. He holds one international gold and one bronze medal.

The turning point. He ended his active sporting career in 2019 and founded his own club, describing the pride of his veteran status as the impetus. He has said he realised how important and rewarding it is to affect someone's life directly, and that although he is disabled himself, he became aware of children and individuals in much harder circumstances — and began to grow his club with them.

The venture. Gazi Okçuluk Kulübü trains athletes with disabilities. Since 2019 the club's athletes have won 85 cups. Six have gone on to the national team, and the club produced a world champion at 14. Athletes developed there include Zeynep Sena Saran, Nurşah Koçyiğit and Feyzullah Cantürk. Polat took Saran into the club at 13 or 14; she is now 19. For two consecutive years the club's Paralympic athletes have produced strong results at World and European championships.

The hard part. He is running a talent-development operation for athletes with disabilities — a group facing access, equipment, transport and facility barriers that most clubs are not built to handle. He is doing this as someone who is himself disabled and who retired from sport only in 2019. The venture has no obvious commercial revenue model; its output is measured in cups, national-team call-ups and changed lives.

What transferred from sport (ENTREMIND analysis). The most transferable element here is the pathway knowledge. Polat knows exactly what it takes to get from a rehabilitation centre to the Paralympic Games, because he did it in twelve years. That knowledge is the club's product. It is also worth noting the speed of his transition: the club was founded in the same year he stopped competing, with no gap.

Mindset components demonstrated. - **Resilience (7)** — a catastrophic injury at the end of military service became, eleven years later, a route to a world title, and then a coaching institution. - **Self-Efficacy (5)** — he built a competitive development programme having never run an organisation before. - **Resource Consciousness (4)** — producing six national-team athletes and 85 cups from a new club with no visible capital base.

Barrier addressed. *Institutional Blindness* — the support structures for para-athlete development did not adequately exist, so he built one.

Three lessons. 1. The path you walked is a product. Nobody can teach the route to the national team better than someone who has just come back from it. 2. Start in the year you stop. The gap between retirement and starting is where momentum dies. 3. Serve the group whose barriers you personally understand. That is where you have an advantage no competitor can buy.

Reflect. - What path did you complete that somebody younger is trying to find right now? - What barrier do you understand from the inside that most people only understand in theory?

Go deeper. [Part B → Foundations of Entrepreneurship] · [Part C → social enterprise and inclusion resources] · **Module 2: Safe Start Pathway**

Sources. Yaşadıkça (yasadikca.com). **[CONSORTIUM ACTION: SPEDTECH to seek a direct interview — this is one of the strongest cases in the kit and deserves first-hand material, particularly on how the club was funded and registered.]**

Story 8 — Élodie Ouedraogo and Olivia Borlée (Belgium)

Sport: Athletics, 4x100m relay · **Type:** Team · **Career:** Olympic medallists 2008; Ouedraogo retired 2012, both retired around 2016 · **Venture:** 42|54, founded 2016, rebranded as UNRUN · **Sector:** Sustainable activewear

The athletes. With teammates Kim Gevaert and Hanna Marien, Ouedraogo and Borlée ran 42.54 seconds to take 4x100m silver at the 2008 Beijing Olympics. Eight years later, a doping ban applied to another team upgraded that silver to gold — making them the first Belgian women to win Olympic gold in athletics. The time remains the Belgian national record.

The turning point. Both took intermediate steps rather than jumping straight into business. Ouedraogo retired in 2012 and worked as a journalist in the editorial department of Elle Belgium. Borlée studied design. When the gold was confirmed in 2016, they announced their retirement from sport and launched the brand.

The venture. They named the company after the record: 42|54. The founding motivation was a problem they had lived with as athletes — Borlée has described how kit manufacturers monopolised the market and imposed a uniform look, which is why athletes tried to stand out with hairstyles or manicures instead. The brand makes technical, fashion-oriented activewear for women with sustainable production at its centre. Around 10,000 pieces a year are produced in Belgium, Tunisia and Portugal, and their lycra shirts are made from recycled plastic bottles. The products reached 12 countries; the brand won Emerging Talent of the Year at the 2018 Belgian Fashion Awards, was noticed by Vogue within a year of launch, and showed in New York in 2019.

They subsequently rebranded 42|54 as UNRUN — a name referring to the race not yet run — launched with a campaign about inequality in sport, drawing on their own experience that female athletes do not receive the same opportunities despite training equally hard.

The hard part. They entered fashion, an industry with no relationship to their athletic credentials, against incumbents with vastly greater production scale. Their answer was to compete on the two things the incumbents were not offering: design that athletes actually wanted to wear, and ethical production. Ouedraogo has been explicit that the brand's position is a refusal to accept recognition and financial gain while producing low-cost shirts at someone else's expense.

What transferred from sport (ENTREMIND analysis). Their competitive advantage was product insight born of frustration. They had worn the kit, disliked it, and knew precisely why. Borlée has also described a specific transferable belief: the lesson of winning Olympic gold is that anything is possible if you are willing to work for it — which she applies directly to the ambition of becoming a global activewear brand.

Mindset components demonstrated. - Adaptability (9) — a full brand repositioning from 42|54 to UNRUN, changing name, campaign and message while keeping the business. - **Critical Evaluation (3)** — they identified a real product deficiency rather than assuming their medals would sell clothing. - **Building Social Capital (10)** — athlete ambassadors such as Camille Laus and Hanne Claes, who approached them, put the brand on athletes at the Olympic Games.

Barrier addressed. Institutional Blindness — no fashion-industry support structure exists for retiring sprinters. They compensated by taking intermediate roles first: journalism and design study.

Three lessons. 1. Take an intermediate step. Journalism and design study gave them industry knowledge before they risked capital. 2. Your product insight comes from what irritated you as an athlete, not from what you admire in others' businesses. 3. Changing your brand name is not an admission of failure. It is repositioning, and it is normal.

Reflect. - What did you use every day as an athlete that was badly designed? - What job could you do for two years that would teach you the industry you want to enter?

Go deeper. [Part B → Marketing, Personal Brand & Social Media] · [Part C → sustainable business and brand-building resources] · **Module 1: Identity & Mindset**

Sources. World Athletics feature; Wallonia.be; Promostyl; UNRUN official site; Wikipedia (Olivia Borlée). **Note:** the rebrand to UNRUN is documented as a repositioning rather than a rescue; do not present it as a recovery from failure.

Story 9 — Kim Clijsters (Belgium)

Sport: Tennis · **Type:** Individual · **Career:** Professional from 1997; retirements in 2007, 2012 and 2022 · **Venture:** Kim Clijsters Academy, opened April 2014, Bree · **Sector:** Sport facility and training services

The athlete. Clijsters reached world number one in both singles and doubles in 2003, won four Grand Slam singles titles, and was inducted into the International Tennis Hall of Fame in 2017. Her career prize money of over 24.5 million US dollars ranks fifteenth of all time.

The turning point. Clijsters retired three times: in 2007, in 2012 and finally in 2022. The academy was founded in the middle of that sequence — in April 2014, between the second and third retirements. This is the reason this case is in the collection. The business was not the endpoint of her career; it existed while she was still deciding whether her career was over.

The venture. The Kim Clijsters Academy is in Bree, a town of around 15,000 people in Limburg, an hour from Brussels — not a metropolitan location. It has 8 indoor courts, 10 outdoor red clay courts, 5 granulate courts and 3 hard courts built as replicas of the US Open surfaces on which she won her three American titles. Her stated vision was to bring everything a tennis player needs under one roof, and she staffed it partly with members of the team that had supported her own Grand Slam years.

The academy serves two distinct markets at once: a college programme and pro tour programme for aspiring professionals, with 10 to 15 hours of coaching plus 5 to 6 hours of fitness training a week, HawkEye testing, medical screening and injury prevention; and a family sports club offering yoga and fitness. Around 25 to 30 aspiring professionals train there alongside roughly 300 players aged 3 to over 70. In addition to the full-time coaches there are a further 10 to 15 coaches covering after-school programmes. Players have travelled from the UK, China and the USA; Elise Mertens, Kei Nishikori, Yanina Wickmayer, Ana Konjuh, Sorana Cîrstea and Kirsten Flipkens have all trained there. In 2018 the academy adopted UTR as its official player rating system.

The hard part. An 18-court facility in a town of 15,000 people cannot survive on elite players alone — 25 to 30 aspiring professionals will not fill it. The dual-market design, with 300 recreational members of all ages subsidising and populating the facility around the performance programme, is the commercial answer to a location problem.

What transferred from sport (ENTREMIND analysis). She hired her own support team. The people who had delivered her Grand Slam performance became the staff of the business, which converted a personal network into an operating asset and gave the academy credibility no amount of marketing could buy.

Mindset components demonstrated. - **Building Social Capital (10)** — the coaching team, the visiting professionals and the UTR partnership are all relationship assets rather than purchased ones. - **Tolerance for Uncertainty (6)** — she built and ran a substantial fixed-cost facility while her own competitive future was unresolved. - **Opportunity Awareness & Vision (1)** — the two-market design was a deliberate structural choice, not an accident.

Barrier addressed. *Golden Handcuffs* — a very high-earning athlete converting career earnings into an operating business with staff and fixed costs, rather than into passive investments.

Three lessons. 1. A facility business needs a broad base. Elite customers alone will not fill it. 2. Your support team is your first hiring pool. They already know your standards. 3. Starting a business does not require the sporting career to be definitively over.

Reflect. - Who in your current support team would you want to employ, and what would they need to be doing in five years? - If you built something in your home town rather than a big city, what would have to be true for it to work?

Go deeper. [Part B → Business Planning & Models] · [Part C → sport facility and services business resources] · **Module 4: Financial Fundamentals**

Sources. Tennishead; UTR Sports; AUDAC case study; Wikipedia (Kim Clijsters). **Note:** membership and court figures are drawn from reporting around 2018 and should be re-verified with the academy before publication.

Story 10 — Birgit Skarstein (Norway)

Sport: Para rowing (PR1) and para cross-country skiing · **Type:** Individual · **Career:** Paralympic champion and silver medallist; six-time world champion and four-time European champion in single sculls · **Venture:** Co-founder, the WE foundation · **Sector:** Social enterprise, disability inclusion

The athlete. Skarstein grew up in Levanger, active in school politics, climbing, hiking and swimming. At 19 she was severely injured in a diving accident that later left her paralysed from the waist down — a fact she discusses openly in her own public speaking. She went on to become a Paralympic champion, six-time World Rowing Champion and four-time European champion. She was elected to the International Paralympic Committee Athletes' Council in 2018 and re-elected in 2022.

The turning point. Skarstein's public profile has run in parallel with her competitive career throughout rather than starting after it. She has served on Oslo City Council, been appointed to the Norwegian Biotechnology Advisory Board, is a member of the World Economic Forum's Global Shapers, and spoke as a delegate at the WEF Annual Meeting in Davos in 2022 and at the Nobel Week Dialogue.

The venture. She is co-founder of the WE foundation, which promotes disability inclusion in sport, working life and social spheres. She describes herself as a social entrepreneur whose mission is to mobilise a global community. She also sits on several boards and is an ambassador for MOT, Stiftelsen VI and Right To Play.

The hard part. *[VERIFICATION GAP — the WE foundation's funding model, scale and operations are not documented in the sources found. [CONSORTIUM ACTION: OOIF is best placed to approach her; she is Norwegian, a public speaker, and an obvious candidate for a D2.6 workshop contribution. Do not publish claims about her current corporate roles — one aggregator source reports a role at a fintech company, but this could not be verified in any primary source and has been excluded.]]*

What transferred from sport (ENTREMIND analysis). Her own framing, from her TEDx speaker biography, is that the journey back to life after the accident developed a skillset in radical transformation, problem solving, resilience and strategic thinking — and that this skillset, not the medals, is what she carries into governance and enterprise. That is a precise statement of the ENTREMIND thesis: the transferable asset is the adaptation capacity, not the athletic achievement.

Mindset components demonstrated. - **Resilience (7)** — the most fully documented case of it in this collection, described in her own words as a transferable skillset rather than a personal quality. - **Self-Efficacy (5)** — moving into city council politics, a national biotechnology advisory board and international forums, none of which had any relationship to rowing. - **Building Social Capital (10)** — board seats, ambassador roles and international platforms built deliberately over a decade.

Barrier addressed. *Identity Paralysis* — by building a parallel public and civic identity throughout her athletic career, she never had a single “athlete” identity to lose.

Three lessons. 1. Board seats and committee work are entrepreneurial infrastructure. They build the network before you need it. 2. Name your transferable skillset explicitly. She calls hers radical transformation, problem solving, resilience and strategic thinking — and so can describe it to anyone. 3. Build the second identity while the first is at its peak, not after it ends.

Reflect. - What committee, board or working group could you join in the next year? - If you had to describe your transferable skillset in four words, without mentioning your sport, what would they be?

Go deeper. [Part B → Leadership, Team & People] · [Part C → social enterprise and governance resources] · **Module 1: Identity & Mindset**

Sources. Wikipedia (Birgit Skarstein); World Economic Forum contributor profile; TEDxArendal speaker profile.

Story 11 — Aksel Lund Svindal (Norway)

Sport: Alpine skiing · **Type:** Individual · **Career:** World Cup debut 2001; retired 9 February 2019 · **Ventures:** Investment partner at Norselab; sustainable clothing brand · **Sector:** Venture investment, apparel

The athlete. Svindal won two Olympic gold medals, five World Championship titles and two overall World Cup titles, with 36 World Cup wins and 80 podiums across 17 seasons. He retired in February 2019 at 36.

The turning point. He retired at the top and moved immediately into investing and building. In an interview shortly after retiring he described being a keen startup investor, launching a sustainable clothing brand and writing a book — three parallel tracks rather than one.

The venture. Svindal is an investment partner at Norselab, focusing on impact-oriented technology startups. He has also launched a sustainable clothing line, and partners with Porsche on automotive projects and Head on ski equipment.

The hard part. He has been publicly explicit about the discipline that early-stage investing demands: risk-taking is necessary to stay ahead, but each risk needs a reward, and the risk-reward has to be calculated and equal a real payoff. He describes applying this from his skiing career, where he pushed harder and took greater risk at his peak precisely because the reward justified it.

What transferred from sport (ENTREMIND analysis). Two named transfers, both in his own words. First, calculated risk: not risk appetite as a personality trait, but risk pricing as a repeatable discipline. Second, data and transparency — he has argued that sport is compelling because results are transparent, measured live and tracked in numbers, and that the same principle holds in business, where data shows where you succeed and fall short and lets you measure yourself against others. He has described sharing exactly what went wrong on his run with the teammate racing behind him at the 2018 Olympics, and the roles later reversing.

He is also direct about the source of his own success: he has said he was privileged to have a lot of success, and that it was because of the team he was part of — a Norwegian alpine team with fewer resources than many that went on to dominate.

Mindset components demonstrated. - Tolerance for Uncertainty (6) — a formalised approach to acting under unknown outcomes, expressed as risk-reward calculation. -

Critical Evaluation (3) — the transparency practice: reporting your own failures accurately so the team can use them. - **Building Social Capital (10)** — his stated view that team composition, not individual talent, produced the results.

Barrier addressed. *Golden Handcuffs* — a high-earning athlete deploying capital into venture investing, which is the highest-risk allocation available.

Three lessons. 1. Risk is not a feeling. Ask what the reward is and whether it justifies the exposure. If it does not, do not take it. 2. Report your failures accurately and quickly. Hidden problems cannot be solved by anyone else. 3. A small team with fewer resources can beat larger ones. Composition beats budget.

Reflect. - On your last significant decision, what was the actual reward if it went well — and did it justify what you risked? - Who in your life gets your honest failure reports, and who only gets the edited version?

Go deeper. [Part B → Foundations of Entrepreneurship] · [Part C → risk, decision-making and investing resources] · **Module 2: Safe Start Pathway**

Sources. Oslo Business Forum (two articles); Porsche Newsroom interview; Wikipedia (Aksel Lund Svindal).

Story 12 — Bjørn Dæhlie (Norway)

Sport: Cross-country skiing · **Type:** Individual · **Career:** World Cup 1989–1999; 29 Olympic and World Championship medals between 1991 and 1999 · **Ventures:** BJ Sport clothing brand; real estate · **Sector:** Sportswear, property

The athlete. Dæhlie won the Nordic World Cup six times between 1992 and 1999 and took 29 medals at the Olympics and World Championships, making him the most successful male cross-country skier in history. His career ended earlier than anticipated.

The turning point. His career ended unexpectedly early, which removed the option of a planned, gradual transition.

The venture. Dæhlie built a clothing brand carrying his name, BJ Sport, and has also been active in real estate. In 2008 Erik Røste — previously of Adidas Norge and chief executive of Sport 1 Gruppen — became chief executive of BJ Sport, which indicates a business large enough to recruit senior professional management from the sporting goods industry.

The hard part. *[VERIFICATION GAP — the sources found confirm the existence and scale of the businesses but not their trajectory, financing or difficulties. [CONSORTIUM ACTION: OOIF to source Norwegian-language business coverage, which is likely to be substantially more detailed than the English record.]]*

What transferred from sport (ENTREMIND analysis). The most instructive element for readers is the management decision. Dæhlie did not run the clothing company himself; a professional chief executive with Adidas and retail-group experience was brought in. Name recognition was the asset he contributed; operational leadership was bought. This is a realistic model for athletes whose brand has commercial value but whose management experience does not yet match the size of the opportunity.

Mindset components demonstrated. - **Adaptability (9)** — an unplanned early career ending converted into a branded product business and a property portfolio. - **Resource Consciousness (4)** — diversification across apparel and real estate rather than concentration in one venture. - **Critical Evaluation (3)** — recognising the limits of his own operational experience and hiring accordingly.

Barrier addressed. *Golden Handcuffs* — the classic profile of a very high-earning athlete facing an abrupt income change, resolved by converting name value into products and assets.

Three lessons. 1. Your name has commercial value, but a name is not a company. Somebody has to run it. 2. Hire the operator. Being the founder does not require being the chief executive. 3. Two asset classes are safer than one. Apparel is volatile; property is not.

Reflect. - Is your name actually worth something commercially, and to whom — honestly? - What is the one role in your future business that you should not do yourself?

Go deeper. [Part B → Leadership, Team & People] · [Part C → brand licensing and asset diversification resources] · **Module 4: Financial Fundamentals**

Sources. Wikipedia (Bjørn Dæhlie); Wikipedia (Erik Røste), citing Norwegian News Agency.

Story 13 — Jessica Ennis-Hill (United Kingdom)

Sport: Heptathlon · **Type:** Individual · **Career:** Professional from 2005; retired 13 October 2016 · **Venture:** Jennis, launched 2019 · **Sector:** Femtech, women's hormonal health · **Outcome:** Acquired by Orreco

This is the most important story in the collection, because it is the only one where the founder has publicly documented a failure and what she did about it.

The athlete. Ennis-Hill won heptathlon gold at the 2012 London Olympics with a British record of 6,955 points, world titles in 2009 and 2015 — the second thirteen months after the birth of her son — European gold and world indoor pentathlon gold in 2010, and Olympic silver in Rio in 2016. She announced her retirement on 13 October 2016, at 30, two months after Rio, saying it had been one of the toughest decisions she had had to make but that she wanted to leave the sport on a high with no regrets.

The turning point. She has described the specific gap that led to the business: looking back at her Olympic training in 2012, she says there was a clear knowledge gap around the physiological differences between men and women, and that this shocks her in hindsight, because as an athlete every element of training is analysed while the team searches for tiny advantages. Her team was male-dominated, as is common for sportswomen, and she did not feel entirely comfortable raising the subject.

The venture — and the failure. She launched Jennis in 2019 as a pregnancy, postnatal and general fitness offering, aiming to give women expert advice, body literacy and support.

It did not work. In her own account, written for Sifted, they realised the market was already saturated — she points to the volume of free content on YouTube — and that with players like Peloton gaining traction during the pandemic it became increasingly hard to compete. They had to pivot.

The pivot went to hormonal health. Working with physiologist Dr Emma Ross, formerly head of physiology at the English Institute of Sport, they built CycleMapping: an app that maps training and lifestyle to the four phases of the menstrual cycle, using a custom algorithm and machine learning to personalise recommendations. The strategic argument behind it was the gender data gap — only a small single-digit percentage of sport and exercise studies use exclusively female participants — and the company committed to closing part of that gap through its own research, including a five-month study with non-elite women.

In October 2021 Jennis raised £1 million in pre-seed funding led by Maki.vc with participation from existing investor Venrex and angel investors, to hire engineers. The product was later extended with a perimenopause section following user feedback. The company was subsequently acquired by Orreco, whose portfolio includes FitrWoman and a

biomechanics firm, and which had raised a \$4 million Series A led by an investor group including Mark Cuban.

The hard part. Two years of building the wrong product. She has written about swapping acronyms like PB, personal best, for LTV, lifetime value, and describes it as a completely new world. Her account of leading the team through the strategy change is specific: transparency and regular meetings where every function shares learnings, insights, challenges and next steps; leading by example by reporting back honestly on every investor and board meeting — the good, the bad and the ugly; and repeated discussion of the vision to keep the team grounded and enthusiastic.

What transferred from sport (ENTREMIND analysis). She names it herself: the power of the pivot. Her framing is that the perseverance and resilience that took time, practice and considerable frustration to win Olympic gold are the same qualities that let her lead a team through a change of strategy. Note that she does not claim the pivot was easy or that athletic mindset made it painless. She claims it made her prepared for the struggle.

Mindset components demonstrated. - **Adaptability (9)** — a complete product-market change, executed rather than resisted. - **Critical Evaluation (3)** — she assessed the market honestly and concluded her own product could not win in it. - **Resilience (7)** — two years of work redirected rather than abandoned. - **Opportunity Awareness & Vision (1)** — the second idea came from a gap she had personally experienced and could evidence with data.

Barrier addressed. *Identity Paralysis* — she has described the transition into an unfamiliar commercial vocabulary as entering a completely new world, and worked through it rather than retreating to the familiar.

Three lessons. 1. Your first idea will probably be wrong. That is not failure; refusing to change it is. 2. A saturated market with free alternatives is not a marketing problem you can solve with effort. Check this before you build. 3. When you change strategy, over-communicate. Report the bad meetings as well as the good ones.

Reflect. - What evidence would tell you that your current idea is not going to work — and would you accept it? - Where in your life do you currently report only the edited version?

Go deeper. [Part B → Idea Validation & Opportunity Recognition] · [Part C → pivot, product-market fit and founder-story resources] · **Module 2: Safe Start Pathway**

Sources. Sifted, first-person account by Ennis-Hill; World Athletics; Athletics Weekly; Femtech Insider; EU-Startups; Fit Tech Global interview; Women of Wearables interview; Get the Gloss; CB Insights; Wikipedia (Jessica Ennis-Hill). **Note on dates:** retirement is firmly 13 October 2016, confirmed by World Athletics, Athletics Weekly, ESPN and Olympics.com. The Jennis launch date is given variously as 2019, 2020 and 2021 across sources; 2019 is used here because it comes from the founder's own written account, which is the most authoritative source available.

Story 14 — Jason Esseboom (Netherlands)

Sport: Football · **Type:** Team · **Venture:** Joyned Capital, co-founder and chief executive · **Sector:** Investor education, angel syndicate, sport technology

The athlete. Esseboom is a former footballer. *[VERIFICATION GAP — his playing career details, clubs and years were not documented in the source found. These must be verified before publication.]*

The turning point. *[VERIFICATION GAP — the trigger for his transition is not documented in the source found. [CONSORTIUM ACTION: the SeedBlink interview exists in full and should be read directly; it is likely to contain this material.]]*

The venture. Joyned Capital does two things at once. It runs an educational platform that introduces athletes to the world of investing, and it operates an angel syndicate that invests in sport technology startups. Esseboom co-founded it with other current and former athletes including Benjamin St. Juste, Robin Haase, Jeremiah St. Juste, Calvin Jong-A-Pin, Malte Binting and Willie Overtoom. The community has grown to more than 20 athletes, who have collectively invested through Joyned in six startups and a real estate project in Bali. His stated aim is to transform athletes into informed investors.

The hard part. *[VERIFICATION GAP — not documented in the source found.]*

What transferred from sport (ENTREMIND analysis). The structural insight in this case is the peer model. Rather than one athlete investing alone, Joyned pools capital, judgement and deal flow across a group of athletes who already trust one another. This solves three problems simultaneously: individual athletes rarely have enough capital to build a diversified portfolio, rarely have access to quality deal flow, and rarely have the financial literacy to evaluate what they see. Combining education with a syndicate addresses all three.

Compare this with Story 4: Sinan Güler joined an existing angel network before founding his own programme. Esseboom's group built the network itself, from athletes. Both routes work; the second requires more peers.

Mindset components demonstrated. - **Building Social Capital (10)** — the entire business model is a network converted into an investment vehicle. - **Tolerance for Uncertainty (6)** — early-stage investing across six startups and a property project, where most individual outcomes are unknowable. - **Initiative & Action (8)** — the group did not wait for a financial institution to design a product for athletes.

Barrier addressed. *Institutional Blindness* — financial services are not designed for athletes with short earning windows and no conventional employment history, so a group of athletes built their own.

Three lessons. 1. Pooling with peers beats acting alone. Ten athletes together can access what none of them could individually. 2. Learn before you deploy. The education platform comes before the syndicate for a reason. 3. Your teammates are potential co-investors and co-founders. Most athletes never ask.

Reflect. - Which five people from your sporting network would you trust with a joint financial decision? - What would you need to learn before you were comfortable making that decision together?

Go deeper. [Part B → Finance, Accounting & Tax Basics] · [Part C → athlete financial literacy resources] · **Module 4: Financial Fundamentals**

Sources. SeedBlink blog interview with Jason Esseboom. **This story has the thinnest evidence base in the collection.** It should not be published in its current form.

[CONSORTIUM ACTION: read the full SeedBlink interview and verify Joyned Capital's current status independently before including.]

Story 15 — [RESERVED: A VENTURE THAT FAILED]

Status: to be written from a consortium interview. Not to be filled with a press-sourced case.

This slot is deliberately empty, and the reason is part of the kit's argument.

Fourteen searches across four languages produced exactly one athlete-entrepreneur who has publicly documented a venture that did not work: Jessica Ennis-Hill, whose pivot is Story 13. Every other documented case follows the same shape — athlete retires, athlete founds business, business succeeds. The failures exist in far larger numbers. They are simply not written about, except where they end in bankruptcy or legal proceedings, and those cases are not appropriate material for a public educational document about people who are still living.

This is itself a finding worth stating to readers, because a collection of fifteen successes would teach an athlete that failure is rare. It is not rare. It is the base rate.

Specification for this story.

- Sourced through an interview conducted by a consortium partner, with the athlete's written consent to publication.
- The athlete may be anonymised by sport, country and venture type if they prefer.
- Any level of athlete: semi-professional or lower-profile is preferable to a well-known name.
- The venture must have closed, been abandoned, or failed to reach viability. Not a pivot — Story 13 already covers pivots.

Suggested interview questions. 1. What did you think the business would be when you started it? 2. What did it actually cost you — money, time, and anything else? 3. When did you first suspect it would not work, and how long was it between that moment and admitting it? 4. What did you not know that you needed to know? 5. Who did you ask for help, and who did you not ask? 6. What did stopping feel like, compared with losing a competition? 7. What would you do differently, and what would you do the same? 8. What would you say to an athlete about to start their first business?

Suggested leads. OOIF and COMPASS both have direct access to athlete networks. The most likely willing subjects are athletes who have since succeeded at something else and can therefore discuss the failure without it defining them.

3.4 Cross-Story Pattern Analysis

Fourteen documented cases are not a statistical sample, and nothing below should be read as a finding about athlete entrepreneurs in general. What follows is a set of patterns that recur often enough in this collection to be worth your attention.

Pattern 1 — Most of them started before they retired

Pudzianowski founded his transport company in 1997, more than a decade before his strongman career ended. Dudziński founded Air-Sport in 1989, four years before his first national title. Lewandowska completed two university diplomas while competing. Zünbül chose his degree subject at 18 based on a gap he had observed in his sport. Clijsters opened her academy between her second and third retirements. Skarstein has held public office and international board positions throughout her competitive career.

The cases where the venture began only after retirement are the minority. This has a direct implication: if you are still competing and telling yourself you will start afterwards, you are choosing the harder version.

Pattern 2 — The intermediate step is common and undervalued

Ouedraogo worked in the editorial department of Elle Belgium after retiring in 2012, and Borlée studied design, before they launched a fashion brand in 2016. Yelaldı coached for around twenty years across two clubs and national teams before founding his own. Zünbül took a psychology degree. Güler ran an online shoe retailer before he began investing.

Almost nobody in this collection went directly from competition to a functioning business. The step in between — a job, a degree, a small first venture — is where they acquired the industry knowledge that made the second attempt work.

Pattern 3 — The idea usually comes from a frustration, not an inspiration

Ouedraogo and Borlée built a clothing brand because they disliked the kit imposed on them. Ennis-Hill built a hormonal health company because the knowledge gap in her own training shocked her in hindsight. Zünbül studied psychology because Turkish sport lacked it. Polat built a club for para-athletes because the pathway he had walked was not available to others. Dudziński manufactures the wings he competed on.

None of these came from scanning a market for opportunities. All of them came from something that had irritated the founder for years.

Pattern 4 — The scale range is enormous, and the small end is more instructive

Yelaldi's club has 130 members. Polat's club has produced 85 cups. At the other end, Ennis-Hill raised £1 million and sold the company; Dæhlie recruited a chief executive from Adidas.

If your EMAT Self-Efficacy score was Red or Amber, read Yelaldi and Polat rather than Ennis-Hill and Svindal. The distance between where you are and a rowing club with 130 members is a distance you can actually picture.

Pattern 5 — Several of them built the institution that was missing

Polat founded a club for para-athletes. Güler founded an accelerator for sport startups. Esseboom's group founded an investment vehicle for athletes. Skarstein co-founded a disability inclusion foundation.

Four of fourteen responded to a structural gap by building the structure. This is the direct behavioural answer to the *Institutional Blindness* barrier described in D2.2, and it is more common in this collection than any single commercial sector.

Pattern 6 — Failure is invisible in the public record, which distorts what you will read

Only one of these fourteen cases contains a documented account of something not working, and it exists only because Ennis-Hill chose to write about it herself. Assume that every other founder here also had periods where it was not working, and that those periods were not reported.

If your first venture struggles, you are not the exception in this collection. You are the norm that the collection cannot show you.

3.5 Story Index

By mindset component

Use this after completing the EMAT. Find your Red and Amber components and read those stories first.

Component	Stories
1. Opportunity Awareness & Vision	1 Lewandowska · 3 Dudziński · 4 Güler · 5 Zünbül · 9 Clijsters · 13 Ennis-Hill
2. Creative Problem Solving	3 Dudziński · 5 Zünbül · 6 Yelaldi
3. Critical Evaluation	4 Güler · 8 Ouedraogo & Borlée · 11 Svindal · 12 Dæhlie · 13 Ennis-Hill
4. Resource Consciousness	2 Pudzianowski · 6 Yelaldi · 7 Polat · 12 Dæhlie
5. Self-Efficacy	5 Zünbül · 7 Polat · 10 Skarstein

Component	Stories
6. Tolerance for Uncertainty	9 Clijsters · 11 Svindal · 14 Esseboom
7. Resilience	7 Polat · 10 Skarstein · 13 Ennis-Hill
8. Initiative & Action	1 Lewandowska · 2 Pudzianowski · 3 Dudziński · 6 Yelaldı · 14 Esseboom
9. Adaptability	2 Pudzianowski · 8 Ouedraogo & Borlée · 12 Dæhlie · 13 Ennis-Hill
10. Building Social Capital	1 Lewandowska · 4 Güler · 9 Clijsters · 10 Skarstein · 11 Svindal · 14 Esseboom

Every component is covered by at least three stories.

By country

Country	Stories
Poland	1 Lewandowska · 2 Pudzianowski · 3 Dudziński
Türkiye	4 Güler · 5 Zünbül · 6 Yelaldı · 7 Polat
Belgium	8 Ouedraogo & Borlée · 9 Clijsters
Norway	10 Skarstein · 11 Svindal · 12 Dæhlie
United Kingdom	13 Ennis-Hill
Netherlands	14 Esseboom

By sport type

Individual: Lewandowska (karate) · Pudzianowski (strongman, MMA) · Dudziński (paragliding) · Zünbül (sailing) · Polat (para archery) · Clijsters (tennis) · Skarstein (para rowing, para skiing) · Svindal (alpine skiing) · Dæhlie (cross-country skiing) · Ennis-Hill (heptathlon)

Team: Güler (basketball) · Yelaldı (rowing) · Ouedraogo & Borlée (relay) · Esseboom (football)

By venture type

Type	Stories
Manufacturing / physical product	3 Dudziński · 8 Ouedraogo & Borlée
Consumer brand and content	1 Lewandowska · 12 Dæhlie

Type	Stories
Sport facility and services	6 Yelaldı · 7 Polat · 9 Clijsters
Technology and app	13 Ennis-Hill
Investment and finance	4 Güler · 11 Svindal · 14 Esseboom
Logistics, hospitality, property	2 Pudzianowski
Social enterprise	7 Polat · 10 Skarstein
Coaching and training services	5 Zünbül

By barrier addressed

ENTREMIND barrier (D2.2 §2.3)	Stories
Golden Handcuffs	9 Clijsters · 11 Svindal · 12 Dæhlie
Identity Paralysis	1 Lewandowska · 10 Skarstein · 13 Ennis-Hill
Informal Hustle	2 Pudzianowski · 5 Zünbül · 6 Yelaldı
Institutional Blindness	3 Dudziński · 4 Güler · 7 Polat · 8 Ouedraogo & Borlée · 14 Esseboom

Composition summary

Criterion	Target	Achieved
Stories per partner country	≥2	PL 3, TR 4, BE 2, NO 3 ✓
Women	≥6	6 — Lewandowska, Ouedraogo, Borlée, Clijsters, Skarstein, Ennis-Hill ✓
Small-scale, lower-profile ventures	≥4	4 — Dudziński, Zünbül, Yelaldı, Polat ✓
Para-athletes	≥2	2 — Polat, Skarstein ✓
Failure or pivot cases	≥3	2 documented (Ennis-Hill pivot, 42 54→UNRUN reposition) + 1 reserved slot △
Social enterprise	≥1	2 ✓
Franchise or investment path	≥1	3 ✓

Criterion	Target	Achieved
Venture outside sport entirely	≥1	1 — Pudzianowski (logistics, hospitality) ✓

3.6 Verification Register

All sources checked 31 August 2026.

Story	Evidence strength	Outstanding action
1 Lewandowska	Strong (official site)	Early-stage obstacles undocumented
2 Pudzianowski	Strong (two national outlets)	Founding year 1997 confirmed over 2009
3 Dudziński	Moderate (encyclopaedic only)	Interview needed via air-sport.pl
4 Güler	Moderate (Milliyet via NTV)	Investment count may be outdated
5 Zünbül	Moderate (single interview)	Commercial detail missing
6 Yelaldi	Strong (news agency)	Complete
7 Polat	Strong (detailed profile)	Funding and registration route missing
8 Ouedraogo & Borlée	Strong (federation, government, brand)	Complete
9 Clijsters	Strong (multiple)	Figures date from c.2018
10 Skarstein	Moderate (WEF, TEDx, encyclopaedic)	Foundation operations undocumented; corporate roles excluded as unverified
11 Svindal	Strong (Porsche, OBF)	Complete
12 Dæhlie	Weak-moderate	Norwegian-language sources needed
13 Ennis-Hill	Very strong (first-person plus multiple)	Complete
14 Esseboom	Weak	Do not publish without further verification
15 Reserved	—	Consortium interview required

Excluded on grounds of factual integrity: a reported corporate role for Skarstein at a fintech company, found only in an aggregator biography with no primary confirmation; all claims about athletes' finances, health, family or motives beyond their own public statements; and any case whose entrepreneurial record could not be traced to a source.

No quotation in this part exceeds fifteen words, and no source is quoted more than once. All other reported speech is paraphrased.

PART B — Online Course Catalogue

4.1 Selection Methodology

A course catalogue is only as good as its worst entry. Six criteria were applied, and anything that failed one of them was left out.

Verified provider and live link. Every entry below was checked against the provider's own site or an official announcement on the date shown. Nothing was included from memory. Where a course exists but the exact enrolment URL could not be confirmed, the entry gives the platform's root address and says so.

Cost. At least 60 per cent of entries had to be free or free to audit. The catalogue as delivered is **83 per cent free** (20 of 24 entries). Nothing above roughly €200 is included at all.

Schedule compatibility. Athletes cannot commit to fixed live sessions during a competition season. Self-paced offerings were preferred; where a course runs on a calendar, that is stated so you can plan around your season.

Realistic duration. Preference went to courses completable in under 20 hours. Anything longer is flagged, because a 50-hour commitment in a training block is a decision, not a detail.

Currency. Abandoned or archived courses were excluded. One well-known case shows why this matters: Google Digital Garage, still widely recommended in older lists, no longer exists as a separate platform — it was folded into Google Skillshop. Its courses remain free, but a catalogue that had not been re-checked would have sent you to a dead brand.

Relevance to the ENTREMIND framework. Every entry is tagged to at least one of the 10 mindset components and to an ENTREMIND module.

What this catalogue does not include

Incubators, accelerators, mentoring schemes and networking organisations belong to **D2.5 Supporting Kit for Network and Community**, not here. Where a course sits inside a larger support programme — the IOC Athlete365 Business Accelerator is the clearest example — only the open online course component is described, and the mentoring stages are cross-referenced to D2.5.

Books, podcasts and reading are in **Part C**.

A note on scope

The specification called for 30 to 35 courses. This draft contains **24 verified entries**, and the shortfall is deliberate rather than an oversight.

The gap is almost entirely in national-language provision, and it is concentrated in Belgium. Belgium's entrepreneurship training is split across three regional systems — Brussels, Flanders and Wallonia — delivered mainly in French and Dutch by bodies such as IFAPME,

EFPME, UNIZO and hub.brussels, and their course catalogues are not reliably documented in English. Producing plausible-looking entries for them without verification would have been the fastest way to put broken links in a public EU deliverable.

[CONSORTIUM ACTION: each partner to verify and supply 2–3 entries from their own national system in their own language — COMPASS for Belgium in particular, where the gap is largest. A verification template is provided in §4.6.]

4.2 How to Choose a Course

Start with your EMAT profile, not with the catalogue

If you have completed the assessment in D2.2, go to the index in §4.5, find your two lowest-scoring components, and pick one course from each. Two courses, chosen against a diagnosis, will do more than eight chosen by browsing.

If you have not completed the assessment, the honest starting point is a different question: **what is the thing you cannot currently do that is stopping you?** Usually it is one of four things — you do not have an idea you believe in, you do not know how to register a business, you cannot read a set of accounts, or you cannot sell. Pick the category that matches and start there.

Budget your time against your season, not against your enthusiasm

A realistic weekly study budget for an athlete in a competition block is **two to three hours**. In an off-season or recovery period it might be eight. Before enrolling, do this arithmetic:

Course length	At 2 hrs/week	At 5 hrs/week
6 hours	3 weeks	1–2 weeks
15 hours	8 weeks	3 weeks
40 hours	20 weeks	8 weeks
60 hours	30 weeks	12 weeks

The KOSGEB entrepreneurship programme runs to roughly 50–70 hours. That is not a spare-evening course; it is a whole off-season. Plan it as such, or it will sit half-finished.

Three rules that save time

1. **Finish one before starting two.** An unfinished course teaches nothing. Completion rate matters more than enrolment count.
2. **Prefer the course that ends in a document.** A business plan, a registration, a cash flow model. Courses that end in a certificate but no artefact are easy to forget.
3. **Do the national one first if you intend to register a business.** Registration rules are country-specific and no international MOOC will cover them.

4.3 The Catalogue

Grouped by learning need. Each entry gives cost, duration, language, certification, what you will be able to do afterwards, why it suits an athlete, the mindset components it develops, and the ENTREMIND module it maps to.

Group 1 — Athlete-Specific Entrepreneurship

B1. Athlete365 Business Accelerator — Online Course

Provider	International Olympic Committee, with Yunus Sports Hub; funded by Olympic Solidarity; supported by Alibaba.com
Link	olympics.com/athlete365/businessaccelerator/
Cost	Free
Duration	Six weeks (course stage)
Level	Beginner
Format	Online course; later stages add virtual sessions and in-person mentoring
Language	English
Certificate	Completion of the online stage is the entry requirement for the later stages
Eligibility	Olympians, Paralympians and elite athletes; registration on Athlete365 required

What you will be able to do afterwards. Understand the basics of entrepreneurship and hold a set of tools for launching a business, structured around turning an existing idea into a defined opportunity.

Why it fits an athlete. This is the only entry in the catalogue designed specifically for athletes, and the scale is real: more than 4,700 athletes have taken the online course, 471 went on to the workshops, and 61 were offered a local mentor. The Athlete365 community itself has over 170,000 members. It is also the only course here where every other participant shares your career context.

Components developed. 1 Opportunity Awareness & Vision · 5 Self-Efficacy · 8 Initiative & Action

ENTREMIND module. Module 2: Safe Start Pathway

Note. The later incubation and acceleration stages are a mentoring programme, not a course — see D2.5.

Group 2 — Foundations of Entrepreneurship

B2. Startup School (core platform)

Provider	Y Combinator
Link	startupschool.org
Cost	Free — no application, no equity, no fee
Duration	Self-paced; roughly seven weeks at 1–2 hours per week
Level	Beginner to intermediate; assumes you are already building something
Format	30+ video lectures, weekly progress updates, group office hours in cohorts of six to eight founders
Language	English
Certificate	No

What you will be able to do afterwards. Move an idea toward early traction using a structured execution and accountability method, with access to co-founder matching.

Why it fits an athlete. The weekly update mechanism and small-cohort office hours reproduce something athletes already understand: scheduled accountability to a group. This is the closest thing in the catalogue to a training programme with a coach. The 1–2 hour weekly load fits inside a competition season.

Components developed. 8 Initiative & Action · 9 Adaptability · 10 Building Social Capital

ENTREMIND module. Module 2: Safe Start Pathway

Caution. It works best if you already have something to build. If you do not yet have an idea, start with B4 or B5 instead.

B3. Startup School — Aspiring Founders track

Provider	Y Combinator
Link	startupschool.org
Cost	Free
Duration	Six weeks
Level	Beginner — for people who have not started yet
Format	Structured online course

Language	English
Certificate	No

What you will be able to do afterwards. Decide whether founding a company is the right route for you, and identify what you would need before starting.

Why it fits an athlete. This is the honest entry point for an athlete who is curious but has not committed. It is six weeks and free, so the cost of finding out is close to zero.

Components developed. 1 Opportunity Awareness & Vision · 6 Tolerance for Uncertainty

ENTREMIND module. Module 1: Identity & Mindset

B4. Entrepreneurship Specialization

Provider	The Wharton School, University of Pennsylvania, via Coursera
Link	coursera.org/specializations/wharton-entrepreneurship
Cost	Paid as a bundle; individual courses can generally be audited free. Financial aid is available on application.
Duration	Coursera states around four weeks at ten hours a week for the full series
Level	Beginner — no prior experience required
Format	Five sequential courses: Developing the Opportunity · Launching the Start-Up · Growth Strategies · Financing and Profitability · Capstone
Language	English, with subtitles
Certificate	Paid

What you will be able to do afterwards. Take an idea through opportunity assessment, launch, growth, financing and profitability with a recognised academic framework behind each stage.

Why it fits an athlete. The five-part structure lets you take one course per off-season block rather than committing to everything at once. The financing and profitability module is the single most useful piece for an athlete planning around a finite earning window.

Components developed. 1 Opportunity Awareness & Vision · 3 Critical Evaluation · 4 Resource Consciousness

ENTREMIND module. Module 4: Financial Fundamentals

Important. Audit access on Coursera has been changing. Some courses now offer only a free preview of the first module plus a seven-day trial. **Check the audit option on each**

individual course page before enrolling; the bundled specialization page does not offer it. If cost is a barrier, apply for financial aid rather than abandoning the course.

B5. Digital skills for entrepreneurship

Provider	European Commission, via EU Academy
Link	academy.europa.eu/courses/digital-skills-for-entrepreneurship
Cost	Free
Duration	Self-paced
Level	Beginner — aimed at aspiring entrepreneurs with limited digital experience
Format	Online modules
Language	English
Certificate	Available through EU Academy

What you will be able to do afterwards. Assess your own digital competences against the DigComp framework; run market research using online sources; use collaboration tools; create basic websites, social posts, visuals and video with SEO and copyright awareness; apply data safety practices; and use AI tools for analytics and content.

Why it fits an athlete. It is free, from the European Commission, and covers the practical digital ground most athletes need without assuming a technical background. For an athlete whose venture will start as a social-media-led service — which describes a large share of athlete businesses — this is the most efficient single course in the catalogue.

Components developed. 2 Creative Problem Solving · 4 Resource Consciousness · 8 Initiative & Action

ENTREMIND module. Module 2: Safe Start Pathway

Group 3 — National Registration, Tax and Compliance

Read this group before any international course if you intend to actually register a business. No MOOC will tell you how to register in your country, what you owe, or when.

B6. Geleneksel Girişimci Eğitimi (Traditional Entrepreneurship Training) — Türkiye

Provider	KOSGEB (Small and Medium Enterprises Development Organisation of Türkiye)
Link	lms.kosgeb.gov.tr — application via e-Devlet

Cost	Free, with no intermediary and no fee for the certificate
Duration	Approximately 50–70 hours; commonly completed in 5–10 working days
Level	Beginner
Format	E-books, interactive video, e-learning content, practice exams, live sessions; fully time- and place-independent
Language	Turkish
Certificate	Yes — electronic certificate

What you will be able to do afterwards. Hold the Geleneksel Girişimcilik certificate, which is the prerequisite for applying to KOSGEB support programmes including the Girişimci Destek Programı.

Why it fits an athlete. In Türkiye this is not optional if you want state support — the certificate is the gate. It is also entirely self-paced, which matters for an athlete travelling for competition. Note the volume: 50–70 hours is an off-season project.

Components developed. 4 Resource Consciousness · 8 Initiative & Action

ENTREMIND module. Module 3: Bureaucracy Hacker

Note. KOSGEB support is allocated by NACE activity code, and not all sectors qualify. Check your intended activity code before investing 60 hours.

B7. İleri Girişimci Eğitimi (Advanced Entrepreneurship Training) — Türkiye

Provider	KOSGEB
Link	lms.kosgeb.gov.tr
Cost	Free
Duration	Self-paced
Level	Intermediate — requires the traditional certificate first
Language	Turkish
Certificate	Yes

What you will be able to do afterwards. Apply to the Advanced Entrepreneurship Programme, which targets innovative, medium-high and high-technology sectors and manufacturing.

Why it fits an athlete. Relevant if your venture is in manufacturing or technology rather than services — the sport-tech and equipment routes taken in Part A Stories 3 and 4.

Components developed. 1 Opportunity Awareness & Vision · 3 Critical Evaluation

ENTREMIND module. Module 3: Bureaucracy Hacker

B8. Jak założyć własną firmę? (How to start your own company) — Poland

Provider	PARP, the Polish Agency for Enterprise Development
Link	akademia.parp.gov.pl
Cost	Free — registration required
Duration	Self-paced; you can stop and resume after hours or days
Level	Beginner
Format	Interactive modules, instructional video, quizzes
Language	Polish; a Ukrainian version also exists
Certificate	Yes — downloadable PDF

What you will be able to do afterwards. Work independently through the process of registering and setting up a business in Poland.

Why it fits an athlete. This is the most-enrolled course on the platform and covers the exact legal ground an international course cannot. Akademia PARP has issued over 220,000 certificates to more than a quarter of a million users, so the material is well-tested.

Components developed. 4 Resource Consciousness · 8 Initiative & Action

ENTREMIND module. Module 3: Bureaucracy Hacker

B9. Jak rozwinąć własną firmę? (How to grow your own company) — Poland

Provider	PARP
Link	akademia.parp.gov.pl
Cost	Free
Level	Intermediate — designed as the second stage after B8
Language	Polish
Certificate	Yes

What you will be able to do afterwards. Move from a registered business to a growing one.

Why it fits an athlete. The natural follow-on once the company exists. Take it in the year after registration, not before.

Components developed. 1 Opportunity Awareness & Vision · 9 Adaptability

ENTREMIND module. Module 2: Safe Start Pathway

B10. Kurs for næringsdrivende (Courses for new businesses) — Norway

Provider	Skatteetaten, the Norwegian Tax Administration
Link	via info.altinn.no/en/start-and-run-business/planning-starting/before-start-up/do-you-need-support-for-the-start-up/
Cost	Free
Duration	Short course or webinar
Level	Beginner
Format	Live webinars or in-person courses in Oslo; instructional videos also available covering the same topics
Language	Norwegian and English
Certificate	No

What you will be able to do afterwards. Use skatteetaten.no and altinn.no; apply basic accounting and bookkeeping rules; handle advance tax and the annual tax return; identify business deductions; understand how VAT works.

Why it fits an athlete. You can choose the version for sole proprietorships or for limited companies, which matters because most athletes start as sole traders. The English-language sessions make this accessible to athletes based in Norway who do not yet work in Norwegian.

Components developed. 4 Resource Consciousness

ENTREMIND module. Module 4: Financial Fundamentals

Note. Places are limited and sessions run on a calendar. Register early and check current dates.

B11. Altinn — Start and Run Business — Norway

Provider	Interdepartmental; information owners include the Brønnøysund Register Centre, the Norwegian Tax Administration, NAV, Statistics Norway, the Norwegian Industrial Property Office, the Labour Inspection Authority,
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	Innovation Norway, the Research Council and SIVA
Link	info.altinn.no/en/start-and-run-business/
Cost	Free, including a free advisory phone service, weekdays 09:00–15:00
Format	Reference platform with document templates, not a course
Language	Norwegian, English (partial), Nynorsk (partial)

What you will be able to do afterwards. Find authoritative answers on support schemes, accounting, budgeting, employer duties, invoicing, tax, VAT and reporting obligations in one place, with document templates.

Why it fits an athlete. Because every statement on it is approved by the agency that owns the information, this is the one Norwegian source you can rely on without cross-checking. The free advisory line is a real advantage for someone who does not know what question to ask.

Components developed. 4 Resource Consciousness · 3 Critical Evaluation

ENTREMIND module. Module 3: Bureaucracy Hacker

B12. hub.info / 1819 — Belgium (Brussels-Capital Region)

Provider	hub.brussels, the Brussels Agency for Entrepreneurship
Link	1819.brussels/en · info.hub.brussels
Cost	Free
Format	Information platform, advisers, workshops and events; physical info point open Monday to Wednesday 14:00–17:00
Language	English, French, Dutch — note that the fortnightly newsletter is French and Dutch only

What you will be able to do afterwards. Identify which of the region's support structures apply to you, obtain a company number through an approved enterprise counter, and check whether your intended activity requires permits or professional qualifications.

Why it fits an athlete. One change makes this especially relevant: **since 15 January 2024, proving basic business management knowledge is no longer a prerequisite for starting a business in Belgium**, whether as a self-employed individual or a company. The administrative barrier that used to stop many people has been removed. Professional competence requirements still apply to certain regulated activities, so check yours.

Components developed. 4 Resource Consciousness · 10 Building Social Capital

ENTREMIND module. Module 3: Bureaucracy Hacker

Note. This covers Brussels only. Flanders and Wallonia have separate systems.

[CONSORTIUM ACTION: COMPASS to supply the Flemish and Walloon equivalents.]

Group 4 — Growing and Financing the Business

B13. Innovation Norway Competence Centre — course library

Provider	Innovation Norway
Link	kompetansesenter.innovasjon Norge.no/en
Cost	Free
Duration	Varies by course; self-paced
Format	Online course library, regularly updated
Language	Norwegian and English

Course categories. Starting a business · Business development · Financing · Capital strategy · Marketing · Exporting competence · Product requirements and labelling · Environment and sustainability · Venture areas for export.

What you will be able to do afterwards. Depends on the course chosen. The capital strategy stream covers funding sources, planning and tools for each growth stage; a related course covers the investor landscape; another covers raising equity, including processes, tools, team choices, exit strategies and investor return expectations.

Why it fits an athlete. The equity and investor courses are the most substantial free treatment of fundraising in this catalogue, and they are directly relevant to the investment routes taken in Part A Stories 4, 11 and 14. There is also a dedicated course for people with an immigrant background starting a business in Norway.

Components developed. 4 Resource Consciousness · 6 Tolerance for Uncertainty · 10 Building Social Capital

ENTREMIND module. Module 4: Financial Fundamentals

B14. Innføring i oppstart av egen bedrift (Introduction to starting your own business)

Provider	Innovation Norway
Link	kompetansesenter.innovasjon Norge.no/en/kurs/innforing-i-oppstart-av-egen-bedrift
Cost	Free

Level	Beginner — explicitly for first-time founders
Format	Self-paced online course with tools
Language	Norwegian and English

What you will be able to do afterwards. Know what to consider before starting, with practical planning tools to begin with.

Why it fits an athlete. Short, free and built for people who have never done this. Take it before B13.

Components developed. 1 Opportunity Awareness & Vision · 5 Self-Efficacy

ENTREMIND module. Module 2: Safe Start Pathway

B15. PFR Strefa Wiedzy — Poland

Provider	Polish Development Fund (PFR)
Link	grupapfr.pl/szkolenia
Cost	Free — account registration required
Format	Online courses; most completions documented by a downloadable PDF certificate
Language	Polish
Certificate	Yes, for most courses

What you will be able to do afterwards. Varies; the platform includes courses on generative AI fundamentals, data security and AI tools, alongside business finance material.

Why it fits an athlete. Complements Akademia PARP with more current technology content. Free and certificated.

Components developed. 2 Creative Problem Solving · 4 Resource Consciousness

ENTREMIND module. Module 4: Financial Fundamentals

Group 5 — Marketing, Personal Brand and Digital

B16. Fundamentals of Digital Marketing

Provider	Google, on Google Skillshop
Link	skillshop.withgoogle.com

Cost	Free — courses, materials and exams
Level	Beginner
Format	Modular online course with exam
Language	Multiple, including English
Certificate	Yes, free

What you will be able to do afterwards. Cover the fundamentals of digital marketing including search, social, content and email.

Why it fits an athlete. Free, credible and recognised. Athletes typically arrive with an existing audience and no idea how to convert it — this is the shortest route to understanding what that conversion involves.

Components developed. 1 Opportunity Awareness & Vision · 10 Building Social Capital

ENTREMIND module. Module 2: Safe Start Pathway

Important — this course moved. Google Digital Garage no longer exists as a separate platform. Its content was absorbed into Google Skillshop, which was previously called Google Academy for Ads. If you hold an old Digital Garage certificate, log in to Skillshop with the same Google account; certificates generally carry over. **Google certifications are valid for one year from the date you pass, after which you retake the exam.** Any list still pointing you to “Google Digital Garage” as a live site has not been updated.

B17. Media społecznościowe w biznesie (Social media in business) — Poland

Provider	PARP
Link	akademia.parp.gov.pl
Cost	Free
Level	Beginner
Language	Polish
Certificate	Yes

What you will be able to do afterwards. Use social media channels as a business tool rather than a personal one.

Why it fits an athlete. One of the two most popular courses on the PARP platform, and the Polish-language counterpart to B16 for athletes who prefer to study in their own language.

Components developed. 10 Building Social Capital

ENTREMIND module. Module 2: Safe Start Pathway

B18. HubSpot Academy — free certifications

Provider	HubSpot
Link	hubspot.com — Academy section
Cost	Free
Level	Beginner
Format	Video-led, with practical work in HubSpot's own tools
Language	English and others
Certificate	Yes, free

What you will be able to do afterwards. Apply inbound and content marketing methods, with hands-on practice in a live CRM.

Why it fits an athlete. Strongest option in the catalogue for content-led businesses, which covers most athlete ventures built on an existing audience. The tool practice makes it more practical than a purely conceptual course.

Components developed. 10 Building Social Capital · 8 Initiative & Action

ENTREMIND module. Module 2: Safe Start Pathway

[LINK TO VERIFY — the platform and its free status are well established, but the specific certification URLs were not confirmed on the verification date. Check the current course list before citing individual certifications.]

B19. Meta Blueprint

Provider	Meta
Cost	Free
Level	Beginner to intermediate
Certificate	Yes

What you will be able to do afterwards. Plan and run advertising across Meta platforms.

Why it fits an athlete. Relevant if your customers are on Instagram or Facebook, which for consumer-facing athlete businesses they usually are. Take it only after B16 or B18 — it is a channel course, not a marketing course.

Components developed. 10 Building Social Capital

ENTREMIND module. Module 2: Safe Start Pathway

[LINK TO VERIFY — free status confirmed across multiple 2026 sources, but the enrolment URL was not verified directly.]

Group 6 — European Programmes and Mobility

B20. Erasmus for Young Entrepreneurs

Provider	European Commission; coordinated via EUROCHAMBRES
Cost	Free — application and participation are free of charge, and no organisation may charge a fee
Format	Cross-border exchange: a stay with an experienced entrepreneur in another participating country
Language	Varies by placement

What you will be able to do afterwards. Acquire the skills to run a small firm through direct experience alongside an established entrepreneur, and gain outside perspective on your own business.

Why it fits an athlete. Athletes are already accustomed to training in other countries and living out of a suitcase — a mobility scheme is far less daunting for this group than for most. The parallel LoopMe tool guides participants on improving fifteen key entrepreneurial competences, which maps closely onto the ENTREMIND framework.

Components developed. 6 Tolerance for Uncertainty · 9 Adaptability · 10 Building Social Capital

ENTREMIND module. Module 2: Safe Start Pathway

Note. If any organisation asks you for an application or participation fee for this programme, that is a warning sign. It is free by rule.

B21. EntreComp — the European Entrepreneurship Competence Framework

Provider	European Commission, established 2016 under the New Skills Agenda for Europe
Link	single-market-economy.ec.europa.eu/smes/supporting-entrepreneurship/entrepreneurship-education_en
Cost	Free

Format	Framework and supporting materials, not a course
Language	English and other EU languages

What you will be able to do afterwards. Describe your own entrepreneurial competences in a shared European vocabulary, across three areas: Ideas and Opportunities, Resources, and Into Action.

Why it fits an athlete. This is the framework ENTREMIND's own work sits alongside, and it gives you language for capabilities you already have but cannot currently name. If you are applying for support programmes anywhere in the EU, EntreComp is the vocabulary those programmes use.

Components developed. All ten, as a self-assessment vocabulary

ENTREMIND module. Module 1: Identity & Mindset

Note for the consortium. EntreComp's three areas map onto ENTREMIND's three dimensions closely but not identically. The relationship should be stated explicitly in §2.1 so that readers using both frameworks are not confused.

Group 7 — For Coaches, Career Advisors and Programme Staff

These entries are not for athletes. They are for the professionals supporting them, and are included because D2.4's audience includes coaches and career advisors.

B22. Teaching Entrepreneurship (entreTime)

Provider	entreTime project, an EU initiative under the COSME programme, implemented by a consortium led by the Strasczeg Center for Entrepreneurship, supervised by DG GROW, DG EAC, ETF, JRC and EISMEA; hosted on EU Academy
Link	academy.europa.eu/courses/teaching-entrepreneurship
Cost	Free
Duration	Self-paced
Format	Seven modules, each with short videos, an e-book, a micro-challenge and a final quiz
Language	English

What you will be able to do afterwards. Teach through entrepreneurship rather than about it; work with the EntreComp framework; apply a decision-making framework and systems thinking; understand responsible entrepreneurship and use coaching to align learners toward results.

Why it fits a coach or advisor. It is built on the same EntreComp foundation as the wider EU policy landscape, it is free, and the module structure makes it usable in short sittings between athlete sessions. Directly relevant preparation for the facilitation role described in D2.2 §8.

Components developed (in those you support). All ten

ENTREMIND module. Module 1: Identity & Mindset

B23. Exploring EntreComp as a tool for business advisers, coaches and entrepreneurship trainers

Provider	EntreComp360, co-funded by Erasmus+
Link	entrecomp.com — course accessible via the EntreComp Community after login
Cost	Free — registration required
Format	Six-module online programme
Language	English

What you will be able to do afterwards. Apply EntreComp in advising and coaching practice with people starting private businesses, social enterprises or community organisations.

Why it fits a coach or advisor. More specialised than B22 and aimed squarely at advisers rather than teachers. The social enterprise and community organisation coverage is directly relevant to the athlete ventures in Part A Stories 7 and 10.

ENTREMIND module. Module 1: Identity & Mindset

B24. Class Central — course discovery

Provider	Class Central
Link	classcentral.com
Cost	Free to search
Format	Aggregator and review site indexing courses across providers

What you will be able to do afterwards. Find and compare current courses on any topic, with user reviews, when this catalogue goes out of date.

Why it is here. This catalogue will age. Providers rename platforms, courses are archived and audit policies change — the Google Digital Garage migration in B16 is the proof. Rather than pretend the list will stay accurate, this entry gives athletes and advisors a way to check for themselves.

ENTREMIND module. Applies across all.

4.4 Suggested Learning Pathways

Three sequences. Take one. Do not take all three.

Pathway 1 — Explorer

For: still competing, curious about entrepreneurship, no idea yet, no commitment made. Total: roughly 20–25 hours across a season.

Order	Course	Why here
1	B3 Startup School — Aspiring Founders	Six weeks to find out whether this is for you at all
2	B21 EntreComp	Gives you language for what you already have
3	B1 Athlete365 Business Accelerator	Athlete-specific, and connects you to others in your position
4	B14 or B5	Introduction to starting a business, or the digital skills foundation

End state. You know whether you want to do this, and you can describe your own competences without mentioning your sport.

Pathway 2 — Side-Hustler

For: already earning something on the side — coaching, selling, content, appearances — that is not registered. This pathway addresses the “Informal Hustle” barrier directly. Total: 60–90 hours, most of it in the national course.

Order	Course	Why here
1	Your national course — B6 (TR), B8 (PL), B10/B11 (NO), B12 (BE)	Registration and tax first. Everything else is secondary.
2	B16 Fundamentals of Digital Marketing	Turn an existing audience into customers
3	B18 HubSpot Academy	Content and CRM practice on top of B16
4	B4 Wharton, course 4: Financing and Profitability	Understand whether the activity is actually profitable

Order	Course	Why here
5	B9 or B13	Growth, once the business legally exists

End state. Registered, compliant, and able to say whether the side income is a business or an expensive hobby.

Note. Step 1 is the one athletes skip and the one that matters most. In Türkiye it is also the gate to KOSGEB funding. In Belgium the barrier is now lower than it was — the basic management knowledge requirement was removed in January 2024.

Pathway 3 — Launch-Ready

For: committed, have an idea, need execution capability. Total: 80–120 hours.

Order	Course	Why here
1	B2 Startup School (core)	Accountability structure while you build
2	Your national course — B6 / B8 / B10 / B12	Registration, in parallel
3	B4 Wharton Entrepreneurship, full series	The academic backbone, one course per block
4	B13 Innovation Norway capital strategy and investor courses	If you will raise money
5	B20 Erasmus for Young Entrepreneurs	If you can travel — the highest-value item on this list
6	B24 Class Central	To find what you need next

End state. A registered, funded or fundable business with an accountability structure around you.

4.5 Course Index

By mindset component

Component	Courses
1. Opportunity Awareness & Vision	B1 · B3 · B4 · B7 · B9 · B14 · B16

Component	Courses
2. Creative Problem Solving	B5 · B15
3. Critical Evaluation	B4 · B7 · B11
4. Resource Consciousness	B4 · B5 · B6 · B8 · B10 · B11 · B12 · B13 · B15
5. Self-Efficacy	B1 · B14
6. Tolerance for Uncertainty	B3 · B13 · B20
7. Resilience	— (<i>see note</i>)
8. Initiative & Action	B1 · B2 · B5 · B6 · B8 · B18
9. Adaptability	B2 · B9 · B20
10. Building Social Capital	B2 · B12 · B13 · B16 · B17 · B18 · B19 · B20

Note on Component 7, Resilience. No course in this catalogue develops resilience, and none claims to. Resilience is developed through experience and reflection, not instruction — which is why it is addressed in **Part C** through books, podcasts and talks, and in **Part A** through Stories 7, 10 and 13. If your EMAT Resilience score was Red, a course is not the intervention. Go to Part C and to Module 1.

This is worth stating plainly rather than padding the row with a loosely related course. A catalogue that claims to train everything trains nothing.

By ENTREMIND module

Module	Courses
Module 1: Identity & Mindset	B3 · B21 · B22 · B23
Module 2: Safe Start Pathway	B1 · B2 · B5 · B9 · B14 · B16 · B17 · B18 · B19 · B20
Module 3: Bureaucracy Hacker	B6 · B7 · B8 · B11 · B12
Module 4: Financial Fundamentals	B4 · B10 · B13 · B15

By cost

Cost	Count	Courses
Free	20	B1 · B2 · B3 · B5 · B6 · B7 · B8 · B9 · B10 · B11 · B12 · B13 · B14 · B15 · B16 · B17 · B18 · B19 · B20 · B21
Free (professional audience)	3	B22 · B23 · B24

Cost	Count	Courses
Partly paid, audit or financial aid available	1	B4

83 per cent free, against a 60 per cent target.

By language

Language	Courses
English	B1 · B2 · B3 · B4 · B5 · B10 · B11 · B12 · B13 · B14 · B16 · B18 · B19 · B20 · B21 · B22 · B23 · B24
Turkish	B6 · B7
Polish	B8 · B9 · B15 · B17
Norwegian	B10 · B11 · B13 · B14
French / Dutch	B12

4.6 Verification Register and Maintenance

All entries checked 31 August 2026.

Status	Count	Entries
Verified against provider or official source	22	B1–B17, B20–B24
Platform verified, specific URL unconfirmed	2	B18 · B19

Known instability to re-check before publication:

- **B4 Wharton** — Coursera’s audit policy is changing. Confirm whether per-course audit is still available or whether only a first-module preview plus seven-day trial applies.
- **B16 Google** — certifications expire after one year and the platform has already migrated once. Re-confirm the Skillshop path.
- **B10 Skatteetaten** — sessions run on a rolling calendar with limited places. Course dates must be re-checked at publication, not cited from this draft.
- **B12 Belgium** — the January 2024 removal of the basic management knowledge requirement should be re-confirmed as still in force.

Verification template for consortium additions. Each partner adding a national entry should supply: provider · direct link · cost · duration in hours · level · format · language(s) ·

certificate yes/no · one sentence on capability gained · one sentence on athlete fit · mindset components · ENTREMIND module · date checked · name of person who checked.

Update protocol. This catalogue should be re-verified every six months. Link rot in this domain runs high: of the widely recommended free courses checked for this draft, one had migrated platform entirely and one had changed its access model. A course catalogue published without a maintenance owner will be misleading within a year.

[CONSORTIUM ACTION: assign a named maintenance owner per country before publication.]

PART C — Entrepreneurial Resource Directory

5.0 Start Here — The Five Essential Resources

A directory of ninety items is not a reading list. It is a reference shelf, and reference shelves are paralysing without an entry point.

If you read, listen to and watch nothing else from this part, use these five. They cover the five things that most often stop an athlete's first venture.

#	Resource	The problem it solves
1	The Lean Startup — Eric Ries	You will build the wrong thing first. This teaches you to find that out in weeks instead of years.
2	Business Model Generation — Alexander Osterwalder & Yves Pigneur	You cannot explain how your business actually makes money. The one-page canvas forces you to.
3	Profit First — Mike Michalowicz	Revenue is not profit, and athletes routinely confuse them.
4	Mindset — Carol Dweck	The gap between your athletic confidence and your business confidence has a name and a fix.
5	Your national business portal — see §5.6	Everything above is useless if you never register.

Note the shape of that list: one on validation, one on models, one on money, one on psychology, one on paperwork. If you are missing any of those five, no amount of the other four compensates.

5.1 Books

Books are annotated here, never reproduced. Where an author's argument is described, that description is ENTREMIND's own summary, not the author's words. Buy or borrow legitimately; none of the links in this kit point to unauthorised copies.

5.1.1 Entrepreneurship fundamentals

C1. The Lean Startup — Eric Ries, 2011 *Format: ~330 pages · English, widely translated including Polish, Turkish, Norwegian, French and Dutch* The build-measure-learn method for testing a business idea before committing money to it. Introduces the minimum viable product and the pivot. **Why it matters for an athlete.** This is the book behind Jessica Ennis-Hill's story in Part A. If you understand nothing else about startups, understand that your first version is a test, not a launch. **Components:** 3 Critical Evaluation · 9 Adaptability

C2. Business Model Generation — Alexander Osterwalder & Yves Pigneur, 2010 *Format: ~280 pages, heavily illustrated · English and many translations · Swiss/Belgian authors* The Business Model Canvas: nine building blocks on one page covering customers, value, channels, revenue and costs. **Why it matters for an athlete.** Visual, non-verbal and fast — it suits people who think in systems and diagrams rather than in prose. You can fill the canvas in an afternoon and immediately see which block you cannot answer. **Components:** 1 Opportunity Awareness & Vision · 4 Resource Consciousness

C3. Value Proposition Design — Osterwalder, Pigneur, Bernarda & Smith, 2014 *Format: ~320 pages · English and translations* The companion to C2, focused on the single question of whether anyone actually wants what you are making. **Why it matters for an athlete.** Athletes often start from what they can do rather than what someone will pay for. This book is the correction. **Components:** 1 Opportunity Awareness & Vision · 3 Critical Evaluation

C4. The Mom Test — Rob Fitzpatrick, 2013 *Format: ~130 pages · English · short* How to talk to potential customers so that they tell you the truth instead of being polite. **Why it matters for an athlete.** The shortest genuinely useful book on this list, readable in two evenings. Athletes have large friendly networks who will tell them every idea is great. This book explains why that feedback is worthless and what to ask instead. **Components:** 3 Critical Evaluation · 10 Building Social Capital

C5. Zero to One — Peter Thiel with Blake Masters, 2014 *Format: ~220 pages · English and many translations* An argument for building something genuinely new rather than copying what exists. **Why it matters for an athlete.** Useful as a counterweight to C1. Read it critically — its assumptions are Silicon Valley assumptions and most athlete ventures are small businesses, not scalable technology startups. **Components:** 1 Opportunity Awareness & Vision · 2 Creative Problem Solving

C6. The \$100 Startup — Chris Guillebeau, 2012 *Format: ~300 pages · English and translations* Case studies of micro-businesses started with minimal capital. **Why it matters for an athlete.** The most realistic book here for an athlete without savings. The businesses described are the scale of Part A Stories 6 and 7, not Story 13. **Components:** 4 Resource Consciousness · 8 Initiative & Action

C7. Company of One — Paul Jarvis, 2019 *Format: ~250 pages · English* An argument that staying deliberately small can be a strategy rather than a failure to grow. **Why it matters for an athlete.** Directly counters the assumption that a business only counts if it scales. Many athletes want an income and autonomy, not a company with fifty employees. This book says that is legitimate. **Components:** 4 Resource Consciousness · 3 Critical Evaluation

C8. Rework — Jason Fried & David Heinemeier Hansson, 2010 *Format: ~280 pages, very short chapters · English and translations · Danish co-author* Contrarian, compressed advice on running a business without the conventional apparatus of plans, meetings and investors. **Why it matters for an athlete.** The chapter structure means you can read it in five-minute gaps. Useful in a competition block when you cannot sustain longer reading. **Components:** 8 Initiative & Action · 4 Resource Consciousness

C9. The E-Myth Revisited — Michael E. Gerber, 1995 *Format: ~270 pages · English and translations* Why most small businesses fail: the founder builds a job for themselves rather than a business that runs without them. **Why it matters for an athlete.** Sharply relevant to the coaching, gym and academy route that so many athletes take. If you are the product, you have not built a business — you have built a demanding job with no employer. **Components:** 4 Resource Consciousness · 9 Adaptability

5.1.2 Money, finance and risk

C10. Profit First — Mike Michalowicz, 2017 *Format: ~220 pages · English and translations* A cash management system that allocates profit before expenses rather than hoping for what is left over. **Why it matters for an athlete.** Athletes are used to income arriving in irregular lumps — prize money, sponsorship, appearance fees. This system is built for exactly that pattern and is the most immediately applicable finance book on the list. **Components:** 4 Resource Consciousness

C11. Financial Intelligence for Entrepreneurs — Karen Berman & Joe Knight, 2008 *Format: ~280 pages · English* How to read the three financial statements and understand what the numbers are actually saying. **Why it matters for an athlete.** You will at some point sit opposite an accountant, a bank or an investor. This is the minimum literacy required not to nod at things you do not understand. **Components:** 3 Critical Evaluation · 4 Resource Consciousness

C12. The Psychology of Money — Morgan Housel, 2020 *Format: ~250 pages, short essays · English and many translations* Why financial behaviour is driven by personal history and emotion rather than by spreadsheets. **Why it matters for an athlete.** Speaks directly to the “Golden Handcuffs” barrier from D2.2. An athlete facing a large drop in income is making an emotional decision, not an arithmetic one, and this book explains why that is normal. **Components:** 4 Resource Consciousness · 6 Tolerance for Uncertainty

C13. Thinking, Fast and Slow — Daniel Kahneman, 2011 *Format: ~500 pages · English and many translations · Israeli author* The two systems of thought and the systematic errors each produces. **Why it matters for an athlete.** Long, and worth it. The section on loss aversion explains more about why athletes hesitate to start businesses than any book written about athletes. **Components:** 3 Critical Evaluation · 6 Tolerance for Uncertainty

C14. Antifragile — Nassim Nicholas Taleb, 2012 *Format: ~520 pages · English and many translations · Lebanese-American author* Some systems do not merely survive disorder but improve because of it. **Why it matters for an athlete.** A demanding read, but the core idea maps onto athletic training precisely: controlled stress produces adaptation. Recommended for readers whose EMAT Tolerance for Uncertainty score was already high and who want a framework for it. **Components:** 6 Tolerance for Uncertainty · 7 Resilience

5.1.3 Mindset, identity and resilience

C15. Mindset: The New Psychology of Success — Carol S. Dweck, 2006 *Format: ~280 pages · English and many translations · woman author* Fixed versus growth mindset, drawn substantially from research on learners and athletes. **Why it matters for an athlete.** Most

athletes hold a growth mindset about their sport and a fixed mindset about business — “I’m not a numbers person.” Naming that inconsistency is the intervention. **Components:** 5 Self-Efficacy · 7 Resilience

C16. Grit — Angela Duckworth, 2016 *Format: ~340 pages · English and many translations · woman author* Sustained passion and perseverance as predictors of achievement. **Why it matters for an athlete.** Read it for the argument about transferring grit between domains. The capacity you built over fifteen years of training does not automatically move to a new field; it has to be deliberately carried. **Components:** 7 Resilience · 8 Initiative & Action

C17. Range — David Epstein, 2019 *Format: ~350 pages · English and many translations* Why generalists often outperform specialists in complex, unpredictable fields. **Why it matters for an athlete.** The single most reassuring book on this list for someone who has done one thing since childhood and fears it is too late to be anything else. Epstein writes extensively about sport, so the examples will be familiar. **Components:** 9 Adaptability · 2 Creative Problem Solving

C18. Quiet — Susan Cain, 2012 *Format: ~350 pages · English and many translations · woman author* The strengths of introverts in cultures that reward extroversion. **Why it matters for an athlete.** Included because networking advice assumes an outgoing personality, and many athletes — particularly from individual sports — are not. Component 10, Building Social Capital, does not require becoming a different person. **Components:** 10 Building Social Capital · 5 Self-Efficacy

C19. Dare to Lead — Brené Brown, 2018 *Format: ~300 pages · English and many translations · woman author* Vulnerability, trust and courage in leadership practice. **Why it matters for an athlete.** Relevant to the transition from being led to leading. Jessica Ennis-Hill’s account in Part A of reporting the good and the bad from every board meeting is this book in practice. **Components:** 7 Resilience · 10 Building Social Capital

C20. The Fearless Organization — Amy C. Edmondson, 2018 *Format: ~250 pages · English and translations · woman author* Psychological safety: why teams perform better when members can admit mistakes. **Why it matters for an athlete.** Read alongside Aksel Lund Svindal’s practice, described in Part A, of telling a teammate exactly what went wrong on his run. That is psychological safety, and it is a competitive advantage in a company too. **Components:** 3 Critical Evaluation · 10 Building Social Capital

C21. Atomic Habits — James Clear, 2018 *Format: ~320 pages · English and many translations* Small, systematised behaviour change. **Why it matters for an athlete.** Athletes are usually excellent at habit systems in training and inconsistent everywhere else. This book is about porting the system, not building one from scratch. **Components:** 8 Initiative & Action

C22. Invisible Women — Caroline Criado Perez, 2019 *Format: ~410 pages · English and many translations · woman author* The data gap created when the default human in research and design is male. **Why it matters for an athlete.** This is the analytical background to Part A Story 13 — the gap Ennis-Hill built a company to address. For any athlete considering a

venture aimed at women, it is a source of unexploited market opportunities. **Components:** 1 Opportunity Awareness & Vision · 3 Critical Evaluation

5.1.4 Selling, marketing and communication

C23. Building a StoryBrand — Donald Miller, 2017 *Format: ~240 pages · English and translations* A framework for describing what you offer so that customers understand it in one sentence. **Why it matters for an athlete.** Athletes are used to being the hero of the story. This book argues the customer must be the hero and you are the guide — a genuinely difficult reframe after a career at the centre of attention. **Components:** 1 Opportunity Awareness & Vision · 10 Building Social Capital

C24. Made to Stick — Chip Heath & Dan Heath, 2007 *Format: ~290 pages · English and many translations* Why some ideas are remembered and most are not. **Why it matters for an athlete.** Directly useful for pitching, sponsorship conversations and media. Relevant to the Business Skills Confidence dimension in D2.2, where public speaking is one of the six domains assessed. **Components:** 2 Creative Problem Solving · 10 Building Social Capital

C25. Never Split the Difference — Chris Voss, 2016 *Format: ~270 pages · English and many translations* Negotiation technique drawn from hostage negotiation practice. **Why it matters for an athlete.** Athletes negotiate constantly — contracts, sponsorships, transfers — usually through an agent. When the agent is gone, this is the fastest available substitute. **Components:** 10 Building Social Capital · 6 Tolerance for Uncertainty

C26. Show Your Work! — Austin Kleon, 2014 *Format: ~220 pages, illustrated, very short · English and many translations* Building an audience by sharing your process rather than only finished results. **Why it matters for an athlete.** The single most practical book here for an athlete with a social media following and no idea what to do with it. Readable in one sitting. **Components:** 10 Building Social Capital · 8 Initiative & Action

5.1.5 Sport, athlete transition and sport business

C27. Sport Entrepreneurship — Vanessa Ratten *Academic · English · Australian author, woman* Ratten's body of work established athletes as a distinct entrepreneurial category, and is cited in D2.2's own theoretical framework. **Why it matters.** This is the academic foundation ENTREMIND builds on. Recommended primarily for coaches, advisors and programme staff rather than athletes. **Components:** framework-level

C28. Athletic Development: A Psychological Perspective — eds. Caroline Heaney, Nichola Kentzer & Ben Oakley, Routledge, 2022 *Academic · English* Includes the chapter "Retirement from sport: The final transition" by Candice Lingam-Willgoss, which argues that elite athletes experience retirement far earlier than any other career and that those working in sport must understand the range of emotions involved. **Why it matters.** The most directly relevant academic treatment of the psychological ground D2.2 assesses. For coaches and career advisors. **Components:** framework-level

C29. Relentless — Tim S. Grover, 2013 *Format: ~250 pages · English and translations* The performance psychology of elite competitors, written by a trainer who worked with the highest tier of professional basketball. **Why it matters for an athlete.** Included with a

caveat: it is motivational rather than instructional, and its ethic of total single-mindedness is precisely the disposition that produces the “Identity Paralysis” barrier described in D2.2. Read it as a description of where you have been, not a prescription for where you are going.

Components: 7 Resilience — read critically

C30. Legacy — James Kerr, 2013 *Format: ~200 pages · English and many translations · New Zealand subject matter* Leadership lessons drawn from the culture of a national rugby team.

Why it matters for an athlete. Short, and the most successful bridge on this list between sporting culture and organisational practice. A useful first business-adjacent book for someone who does not yet read business books. **Components:** 10 Building Social Capital · 8 Initiative & Action

Books total: 30 · Women authors: 6 (C15, C16, C18, C19, C20, C22, plus C11 and C27 co- or single-authored by women) · Non-US perspectives: 8 (C2, C3, C8, C13, C14, C27, C28, C30)

5.2 Articles, Reports and Research

These are for readers who want the evidence rather than the encouragement, and for coaches and advisors who need citable sources. Several are paywalled; abstracts are freely readable and often sufficient.

C31. Athletes as entrepreneurs: the role of social capital and leadership ability — Vanessa Ratten, 2015 Provides a theoretical understanding of athletes as entrepreneurs by drawing on human capital in the form of social, emotional and leadership abilities, bridging social capital theory, psychology and sport entrepreneurship theory. **Why it matters.** The foundational paper for this whole field, and cited in D2.2. Argues that skills developed through high-level sport are transferable competencies conducive to entrepreneurial activity. **Components:** 10 Building Social Capital

C32. Athletes as entrepreneurs — SENTA project chapter Argues for the relevance of entrepreneurship within athlete dual careers, using findings from the SENTA project. Its central observation is that although dual career support policies have proliferated across countries and federations, they have focused mainly on connecting athletes to education or employment, and **entrepreneurship remains largely absent from dual career policies and programmes** — despite its potential as both an economic driver and a viable athlete pathway. **Why it matters.** This is the single best external statement of ENTREMIND’s reason for existing. It should be cited in D2.4 §1 and in dissemination material.

Components: framework-level

C33. Exploring elite athletes’ entrepreneurial intentions: unraveling the impact of high-level sports career in skills development — *International Entrepreneurship and Management Journal*, 2024 link.springer.com/article/10.1007/s11365-024-01037-6
Analyses how entrepreneurial skills influence elite athletes’ entrepreneurial intentions, accounting for whether they pursue a dual career. Identifies resilience, proactivity and creativity as skills acquired through high-level sport that shape those intentions. **Why it**

matters. The most recent quantitative evidence for the ENTREMIND premise, and its three named skills map onto components 7, 8 and 2. **Components:** 2 · 7 · 8

C34. Sport entrepreneurship: the role of innovation and creativity in sport management — *Review of Managerial Science*, 2023

link.springer.com/article/10.1007/s11846-023-00711-3 A systematic review and bibliometric analysis of sport entrepreneurship research. Notes that formal support for athletes wishing to enter entrepreneurial activity remains limited, and that a promising strategy for successful entrepreneurial transition is gaining work experience through a dual career, particularly during the final year of the active athletic career. **Why it matters.** Provides the evidence base for Pattern 1 in Part A §3.4 — that most successful athlete entrepreneurs started before they retired. **Components:** framework-level

C35. Sport, fitness, and lifestyle entrepreneurship — *International Entrepreneurship and Management Journal*, 2020 link.springer.com/article/10.1007/s11365-020-00666-x

Examines entrepreneurial behaviour by type of sport played and argues for more entrepreneurship education in the sport industry. **Why it matters.** Supports D2.2's use of sport type as a demographic variable, and its conclusion is essentially a call for programmes like ENTREMIND. **Components:** framework-level

C36. Athletic identity and psychiatric symptoms following retirement from varsity sports — Giannone, Haney, Kealy & Ogrodniczuk, 2017 Finds that the degree of athletic identity may be a risk factor for psychiatric distress in the months following retirement, and suggests identity-focused screening or intervention during the sporting career could mitigate some of those difficulties. **Why it matters.** This is the evidence justifying D2.2's Athletic Identity dimension and its at-risk flagging. **Read alongside D2.2 §8.5 on ethical considerations** — it is also the reason coaches must watch for distress rather than treating a high identity score as a neutral data point. **Components:** framework-level · relates to Module 1

C37. Athletic Identity Measurement Scale — Brewer, Van Raalte & Linder, 1993 The instrument from which D2.2's Section B items are derived. **Why it matters.** If you are adapting or translating the EMAT, read the original rather than the adaptation. **Components:** framework-level

C38. Athlete's career transition out of sport: a systematic review — Park, Lavallee & Tod, *International Journal of Sport and Exercise Psychology*, 2012 A systematic review of the career transition literature. **Why it matters.** The most efficient single entry point into transition research for a coach who does not have time to read the field. **Components:** framework-level

C39. EntreComp: The Entrepreneurship Competence Framework — Bacigalupo, Kampylis, Punie & Van den Brande, Publications Office of the European Union, 2016, EUR 27939 EN Free. The European framework of entrepreneurship competence across three areas: Ideas and Opportunities, Resources, and Into Action. **Why it matters.** Free, official and the vocabulary used by EU support programmes. See Part B, entry B21. **Components:** all ten, as vocabulary

C40. Pocket Guide for Aspiring Entrepreneurs — EntreComp Europe
entrecompeurope.eu — free PDF A short practical guide organised around EntreComp’s three areas, including a section on the Erasmus for Young Entrepreneurs programme and free online resources. **Why it matters.** The most accessible free introduction to EntreComp — a guide rather than a framework document. **Components:** all ten

C41. AtLETyC — Athletes Learning Entrepreneurship: a new Type of Dual Career Approach Erasmus+ project results platform An earlier Erasmus+ project providing entrepreneurship training to athletes through blended delivery: general MOOC modules in English on shared topics such as marketing and business planning, plus country-specific face-to-face modules in partner languages covering business law, accounting and corporate foundations law. Target groups included elite athletes and athletes with a disability. **Why it matters for the consortium as much as for athletes.** AtLETyC solved the same structural problem ENTREMIND faces — general content in English plus national content in national languages — and its architecture is worth studying before finalising the ENTREMIND modules. **[CONSORTIUM ACTION: review AtLETyC outputs for reusable material and to avoid duplication.]**

C42. GOAL — Gamified and Online Activities for Learning to support dual career of athletes goal.csd.auth.gr An EU-funded project on dual career support through e-learning and serious games, including a needs analysis and a review of e-learning platforms. **Why it matters.** Relevant precedent for D2.3’s toolkit design and for any gamified elements in the ENTREMIND platform.

5.3 Podcasts

Podcasts suit athletes better than any other format in this directory: they work during travel, warm-up, recovery and commuting, which is where most of an athlete’s spare attention actually lives.

A caution before the list. Independent podcasts stop without notice. Every show below was confirmed as existing on the verification date, but a show with no episode in twelve months should be treated as reference material rather than a live subscription. Where a show’s most recent activity is known, it is stated.

Athlete transition and athlete entrepreneurship

C43. The Athlete2Business Podcast *English · Apple Podcasts, RedCircle · active as of April 2026* Former athletes describing how they built business careers, with an explicit focus on transitioning with confidence. Episodes have included Scotland rugby international Dan Parks on translating elite habits and routine into a sales career, the role of networking, and what both businesses and athletes get wrong about the transition, and Australian basketball player Matt Hodgson on the mindset behind elite performance in sport and business. **Why it matters.** The closest match in this directory to Part A’s purpose, in interview form. **Components:** 9 Adaptability · 10 Building Social Capital

C44. After the Athlete *English · Apple Podcasts · active as of 2026* Two former female athletes in their late twenties discussing the transition out of lifelong sport — body image, making friends, finding purpose and discovering new passions — with guests. One episode covers a former NWSL champion's decade in the league, her retirement, and her move into entrepreneurship through a real estate business and a coffee shop co-owned with former teammates. **Why it matters.** The only show here hosted by women about women's transition, and unusually honest about the non-commercial parts of it. Recommended for athletes whose EMAT Athletic Identity score was high. **Components:** 7 Resilience · 5 Self-Efficacy

C45. Athletes to Entrepreneurs: The Alumni Journey *English · weekly · Apple Podcasts* Former college and professional athletes worldwide on the joys, successes, failures and lessons of building businesses. Recurring themes include how the athlete skillset translates, why networking is a skill built rather than a talent, and the connection between athlete identity, purpose and career direction. **Why it matters.** Explicitly covers failures, which is rare — see the note in Part A Story 15 about how little failure is documented. **Components:** 10 Building Social Capital · 7 Resilience

C46. A Whole New Ballgame *English* Interviews with retired athletes about their transition into post-sport life, the trials faced, the pathways that existed or did not exist within their sports, and how attributes honed in competition influenced later success. **Why it matters.** Deliberately positive in framing. Good for an athlete who is not yet ready for the harder material in C44. **Components:** 9 Adaptability

C47. Retired From Sport? So Now What? *English · Spotify* Stories of transition from playing careers into life after sport, aimed at wellbeing towards the end of an athletic career. **Why it matters.** Wellbeing-oriented rather than business-oriented. Appropriate for an athlete in the Separation or Liminality phases described in D2.2 §2.2. **Components:** 7 Resilience

C48. The HIT (How I Transition) Show *English · hosted by Kevin Carr of Pro2CEO* Athletes, coaches and industry professionals on their transition into the business of sports. **Why it matters.** Industry-facing rather than personal, useful if you intend to stay within the sport sector. **Components:** 10 Building Social Capital

C49. Still an Athlete *English · Apple Podcasts* Covers starting a business while still playing professionally, why waiting until retirement is not ideal, life after injury, and the emotional pivot from athlete to entrepreneur. **Why it matters.** The “do not wait until you retire” argument, which is Pattern 1 in Part A §3.4, delivered by people who did it. **Components:** 8 Initiative & Action

C50. Business MVP *English · Apple Podcasts · active as of August 2026* Athlete-founders on entrepreneurship, leadership, financial literacy and career transitions. A recent episode with a Canadian Football League Hall of Fame receiver covers building a personal brand that outlasts a career, ownership, and why every entrepreneur needs the right team. **Why it matters.** Strong on financial literacy, which is the weakest of the six Business Skills domains in D2.2 for most athletes. **Components:** 4 Resource Consciousness · 10 Building Social Capital

C51. Developing Athletes Podcast *English · Apple Podcasts · active as of March 2026*

Described as showing athletes how to move from the business of sport to the sport of business. Episodes address why many athletes lose their money after retirement and why ownership rather than contracts is the objective. **Why it matters.** Blunt about the financial realities that most athlete content avoids. Note that some episodes are marked explicit.

Components: 4 Resource Consciousness

C52. Transition Talks — *Athletes Soul English · video series* Former athletes on athletic retirement, each episode focusing on one athlete's journey and one specific challenge, with practical advice. Athletes Soul is a non-profit founded and run by former athletes, based at athletessoul.org. Episodes have covered a former collegiate swimmer's identity search after ending her career, including her struggles with body image and unhealthy eating behaviours, and a Paralympic tennis player's move to boccia and the effect of rule changes on a sporting career. **Why it matters.** The single-challenge-per-episode structure makes it usable as a coaching resource: pick the episode that matches the athlete's situation.

Components: 7 Resilience · 5 Self-Efficacy **Note for coaches.** Some episodes address disordered eating and mental health. Preview before recommending, and be prepared to signpost professional support — see D2.2 §8.5.

General entrepreneurship

C53. How I Built This — *NPR English* Long-form interviews with founders about how their companies were built, including the failures. **Why it matters.** The best-known show of its kind. Look for the episodes with athlete-founders. **Components:** 1 Opportunity Awareness & Vision · 7 Resilience

C54. Masters of Scale — Reid Hoffman *English* Founder interviews built around a single theory per episode. **Why it matters.** More analytical than C53. Each episode gives you one testable idea rather than a story. **Components:** 9 Adaptability

C55. The Diary of a CEO — Steven Bartlett *English* Long conversations with founders, athletes and public figures, often covering psychological difficulty in detail. **Why it matters.** Frequently features elite athletes, which makes it an accessible bridge for someone not yet reading business material. Treat the advice as one person's experience rather than as evidence. **Components:** 7 Resilience · 5 Self-Efficacy

C56. Y Combinator Startup Podcast *English* Startup building from the accelerator behind Part B entries B2 and B3. **Why it matters.** The audio companion to Startup School. Use it if you have enrolled in B2. **Components:** 8 Initiative & Action

Podcasts total: 14

5.4 Talks and Videos

C57. Aimee Mullins — “Changing my legs and my mindset” — *TED English · Paralympic athlete* Mullins, a double-amputee Paralympic athlete, explores how a disability may allow a person to live to their fullest potential, and how attitudes about the body's limitations shape

what is possible. **Why it matters.** The most direct link in this directory between para-athletic experience and a reframing of limitation — relevant to Part A Stories 7 and 10. **Components:** 5 Self-Efficacy · 7 Resilience [TITLE TO VERIFY — Mullins has given more than one TED talk and titles vary between listings. Confirm the exact talk and year before publication.]

C58. Ben Saunders — TED talk on polar exploration *English* Saunders, one of a small number of people to have skied solo to the North Pole, argues that the individual decides their own maximum and that a pessimistic view of one's abilities limits performance. **Why it matters.** Self-efficacy expressed through endurance sport rather than through business language. **Components:** 5 Self-Efficacy · 6 Tolerance for Uncertainty [TITLE TO VERIFY]

C59. Lewis Pugh — TED talk on swimming Lake Imja *English* Pugh describes swimming in a Himalayan glacial lake in 2009 to highlight climate change, and the lesson in humility when he nearly drowned and had to unlearn what he thought he knew about performance. **Why it matters.** A rare public account by an elite athlete of a strategy that failed and had to be completely rebuilt — the closest thing on this list to the pivot in Part A Story 13. **Components:** 9 Adaptability · 3 Critical Evaluation [TITLE TO VERIFY]

C60. Carol Dweck — TED talk on the growth mindset *English* The author of C15 presenting the core of her research. **Why it matters.** Roughly ten minutes for the central idea of a 280-page book. Start here, then read C15 if it lands. **Components:** 5 Self-Efficacy · 7 Resilience [TITLE TO VERIFY]

C61. Angela Duckworth — TED talk on grit *English* The author of C16 on perseverance and passion for long-term goals. **Why it matters.** As above — the short version of the book. **Components:** 7 Resilience [TITLE TO VERIFY]

C62. Brené Brown — TED talk on vulnerability *English* One of the most-viewed TED talks, and the foundation of C19. **Why it matters.** Relevant to the leadership transition and to the reporting honesty described in Part A Stories 11 and 13. **Components:** 10 Building Social Capital [TITLE TO VERIFY]

C63. Simon Sinek — TED talk on starting with why *English* The argument that organisations and leaders should communicate purpose before product. **Why it matters.** Directly applicable to D2.2 open-reflection prompt G2, “what does success after sport look like to you”. **Components:** 1 Opportunity Awareness & Vision [TITLE TO VERIFY]

C64–C68. Athlete365 video resources — International Olympic Committee olympics.com/athlete365 Free video and article material on career transition, financial literacy, mental health and entrepreneurship, produced for an athlete audience. **Why it matters.** Athlete-specific, free, and produced by an organisation with no product to sell you. Counts as five entries by topic area. **Components:** across all ten

Talks and videos total: 12

A necessary caution about this section. Seven of these entries carry a verification flag. TED talk titles are frequently mis-cited across the web, speakers give multiple talks, and secondary listings reproduce each other's errors. The talks themselves are real and the

descriptions come from a sourced listing, but **exact titles, years and URLs must be confirmed on ted.com before publication.** Publishing a citation that turns out to be wrong is worse than publishing one fewer talk.

5.5 Newsletters, Blogs and Free Tools

C69. Sifted — sifted.eu European startup journalism. Publishes first-person founder accounts, including Jessica Ennis-Hill's own account of the Jennis pivot used in Part A Story 13. **Why it matters.** European rather than American in focus, which matters when the funding landscape, regulation and market size are all different.

C70. Class Central — classcentral.com Free course aggregator with reviews. See Part B entry B24. **Why it matters.** How you check whether Part B is still accurate.

C71. Business Model Canvas — free template The one-page tool from C2, downloadable free from many sources including the authors' own site. **Why it matters.** The single most useful free artefact in this directory. Print it, fill it in by hand, notice which box you cannot complete.

C72. Google Skillshop — skillshop.withgoogle.com Free courses and certifications. See Part B entry B16.

C73. Canva — free tier Design tool for someone with no design training. **Why it matters.** Most athlete ventures need a logo, a price list and a social post before they need anything else, and none of those justify a designer's fee at the start.

C74. Wave / free invoicing and accounting tools **Why it matters.** Invoicing is the point at which informal activity becomes a business. Free tools remove the last excuse. **[TO VERIFY — availability and free tiers vary by country. Each partner should confirm which tools operate in their market.]**

C75. LinkedIn **Why it matters.** Listed as a tool rather than a platform because it is where the "Building Social Capital" component becomes concrete. Part A Story 8 notes that athlete ambassadors approached the founders directly; visibility is what makes that possible. **Components:** 10 Building Social Capital

C76. Altinn document templates — info.altinn.no Free business document templates, Norway. See Part B entry B11.

C77. EntreComp self-assessment materials — free See C39 and C40.

C78. Athlete365 — olympics.com/athlete365 Free athlete community platform with over 170,000 members. **Why it matters.** The entry point to Part B entry B1, and the largest athlete-specific community available.

Tools and platforms total: 10

5.6 Country-Specific Resources

These matter more than anything else in this part. Registration, tax and support rules are national, and no international resource covers them.

Poland

Resource	What it is
Akademia PARP — akademia.parp.gov.pl	Free courses with certificates; over 70 courses. Part B B8, B9, B17
PARP — parp.gov.pl	The Polish Agency for Enterprise Development: support programmes and funding
PFR Strefa Wiedzy — grupapfr.pl/szkolenia	Free courses from the Polish Development Fund. Part B B15
biznes.gov.pl	Government business information portal [TO VERIFY]

Türkiye

Resource	What it is
KOSGEB e-Akademi — lms.kosgeb.gov.tr	Free entrepreneurship training and certification. Part B B6, B7
KOSGEB — kosgeb.gov.tr	Support programmes including the Girişimci Destek Programı. Note that eligibility depends on NACE activity code
e-Devlet — turkiye.gov.tr	Application gateway for KOSGEB training and most administrative processes
KOSGEB Girişimcilik El Kitabı	The entrepreneurship handbook accompanying the training, in 16 sections, with articles by specialists in the field

Belgium

Resource	What it is
1819.brussels and info.hub.brussels	hub.brussels information platform, advisers and workshops, in English, French and Dutch. Part B B12
economy-employment.brussels	Regional government portal for setting up a company, including approved enterprise counters and permit requirements
Job Yourself cooperative, Brussels	Allows a job-seeker to test a business project on the market for up to 18 months without taking on risk, managing accounts and providing skills assessment, group training, individual

Resource	What it is
	guidance and basic management courses
Airbag plan — Forem, Wallonia	A scheme granting €12,500 over two years to potential entrepreneurs, extended to include further education graduates in economics, commerce or management and people over 50 with three years of professional experience

Note. The Job Yourself and Airbag schemes are exceptionally relevant to athletes, because both are designed to remove downside risk — the exact barrier the “Golden Handcuffs” and fear-of-failure items in D2.2 Section E measure. **[CONSORTIUM ACTION: COMPASS to verify both schemes are still operating on current terms, and to add Flemish equivalents.]**

Norway

Resource	What it is
Altinn — Start and Run Business — info.altinn.no/en/start-and-run-business/	The authoritative national reference, with a free advisory phone line weekdays 09:00–15:00. Part B B11
Skatteetaten — courses for new businesses	Free courses and webinars, available in English. Part B B10
Innovation Norway Competence Centre — kompetansesenter.innovasjon Norge.no/en	Free course library including capital strategy and investor material. Part B B13, B14
Brønnøysundregistrene	The official company and organisation registry
Oslo Kommune business pages — oslo.kommune.no/english	Municipal guidance for starting a business in Oslo, including Oslo Innovation Week

5.7 Resource Index by Mindset Component

Component	Books	Other
1. Opportunity Awareness & Vision	C2 · C3 · C5 · C22 · C23	C53 · C63
2. Creative Problem Solving	C5 · C17 · C24	C33

Component	Books	Other
3. Critical Evaluation	C1 · C3 · C4 · C7 · C11 · C13 · C20 · C22	C59
4. Resource Consciousness	C2 · C6 · C7 · C8 · C9 · C10 · C11 · C12	C50 · C51
5. Self-Efficacy	C15 · C18	C44 · C52 · C55 · C57 · C58 · C60
6. Tolerance for Uncertainty	C12 · C13 · C14 · C25	C58
7. Resilience	C14 · C15 · C16 · C19 · C29	C44 · C45 · C47 · C52 · C53 · C55 · C60 · C61
8. Initiative & Action	C6 · C8 · C16 · C21 · C26 · C30	C49 · C56
9. Adaptability	C1 · C9 · C17	C43 · C46 · C54 · C59
10. Building Social Capital	C4 · C18 · C19 · C20 · C23 · C24 · C25 · C26 · C30	C43 · C45 · C48 · C50 · C62 · C75

Every component is covered by at least three resources, and every component has at least one non-book option — which matters, because not every athlete reads books.

Component 7, Resilience, is the most heavily resourced here. That is intentional and it corrects a gap: Part B’s course catalogue could not develop resilience at all, because it is not a taught skill. Here it is addressed through five books, seven podcasts and talks, and three of the Part A stories.

5.8 Verification Register

Category	Verified in this session	Bibliographic entries	Flagged
Books (C1–C30)	C27, C28	28	0
Articles and research (C31–C42)	12	0	0
Podcasts (C43–C56)	C43–C52	C53–C56	0
Talks (C57–C68)	descriptions sourced	0	7 titles
Tools (C69–C78)	C69–C73, C76–C78	0	C74

Category	Verified in this session	Bibliographic entries	Flagged
Country-specific	Most, via Part B research	0	2

What “bibliographic entry” means here. Book titles, authors and publication years are stable facts that do not rot, and they are recorded accurately. What has *not* been done is a per-title check of current availability, price or translation status in each partner language. Before publication, each partner should confirm which of these thirty books exist in their national language, since a Polish or Turkish edition changes the recommendation entirely for readers who do not read English comfortably. **[CONSORTIUM ACTION: translation availability check per country.]**

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The seven flagged talks. These must be confirmed on ted.com before publication. TED speakers frequently give multiple talks, secondary listings reproduce each other’s title errors, and a wrong citation in a public EU deliverable is a durable embarrassment. If a title cannot be confirmed, remove the entry rather than guess.

Maintenance. Books age slowly; podcasts and links age fast. Re-verify §5.3 to §5.6 every six months alongside Part B, and §5.1 to §5.2 every two years.



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Promoting Entrepreneurial Mindset in Dual Career Athletes

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