MYKOLAS ROMERIS UNIVERSITY

FACULTY OF PUBLIC GOVERNANCE AND BUSINESS

INSTITUTE OF MANAGEMENT AND POLITICAL SCIENCES

Hsin Yu Lin

Mapping Blended Value Creation: A Business Model Framework for Youth Basketball Development Organizations

Master's thesis

Prof.dr. Vilma Čingienė

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CONTENTS

THE LIST OF ABBREVIATIONS

Bottom-of-the-Pyramid - BOP

Budgetary Institutions (BĮ; Biudžetinės įstaiga)

Business Model - BM

Business Model Canvas - BMC

European Sports Model - ESM

European Union - EU

Lithuanian Basketball Association (ALK; Asociacija Lietuvos Krepšinis)

Lithuanian Schoolchildren Basketball League (MKL; Lietuvos moksleivių krepšinio lyga)

Ministry of Education, Science, and Sports (ŠMSM; Švietimo, mokslo ir sporto ministerija)

National Sports Agency (NSA; Nacionalinė sporto agentūra)

Non-formal education (NVŠ; Neformalusis vaikų švietimas)

Non-Profit Organization - NPO

Public Institutions (VšĮ; Viešosios įstaiga)

Social Enterprise Model Canvas - SEMC

Youth Basketball Development Organizations - YBDOs

LIST OF FIGURES

LIST OF ANNEX

INTRODUCTION

Relevance of the research. With the professionalization and commercialization of sports, the sports industry has experienced rapid economic growth. However, the value of sports has never been limited to the economic area. Sports have always been considered a vehicle for promoting personal development, social cohesion, and national identity, delivering various social values beyond business. At present, youth sports have become a highly important component of the global sports industry, serving not only as a foundational system for professional athlete and talent selection but also as a major focus of national policy systems.

Among many sports, basketball stands out due to its global reach and relatively accessible equipment. Youth basketball development organizations (YBDOs) play a crucial role not only in cultivating elite athletes but also in promoting social integration, health, and community participation. In Europe, the sports system examines a club-based system, and talent development environments heavily rely on the afterschool training structures. YBDOs occupy a significant portion in the middle and lower tiers within the European sport pyramid model. They not only serve as a pathway to the elite level but also provide a platform for grassroots participation. A European Commission study on the training of elite young sportsmen and sportswomen across the 27 European Union (EU) member states identified multiple organizational models for youth training centers based on two major dimensions: funding/supervision and operational management (Żyśko & Piątkowska, 2009). The study shows that most basketball training systems in the EU operate through a combination of public and private resources and supervisions, particularly through a hybrid operational model in which sports clubs and national associations share responsibilities.

For instance, the youth basketball development system in Lithuania consists of publicly and privately funded training organizations. Although the core mission of both types of institutions is to cultivate young basketball talent, differences in funding sources lead to distinctly different organizational logics. However, both types of institutions face the same fundamental operational challenges: they must secure sufficient resources to sustain their organizations and create value for the target audience they serve. Although these organizations in Lithuania are primarily registered as non-profit legal entities, their operational logic is essentially commercial in nature and can be viewed as a unique business model (BM).

Novelty of the research. Despite the growing importance of youth basketball development systems, existing research has mainly focused on athlete development, coaching methods, psychology, and sports policy (Boccolini et al., 2013; Meisel et al., 2022; Pocius & Malinauskas, 2025; Soares et al., 2020). Limited attention has been given to analyzing these organizations from a BM perspective. Existing BM frameworks are primarily developed for commercial organizations and cannot fully reflect the characteristics of YBDOs. At present, research on sports BMs mainly focuses on professional sports organizations (Bennike et al., 2020; Lis, 2022; McNamara et al., 2013; Pittz et al., 2020; Santomier et al., 2023), while research on youth development organizations is relatively insufficient. There is currently no BM framework specifically designed to systematically analyze how YBDOs create, deliver, and capture value among multiple stakeholders. YBDOs simultaneously generate substantial blended value, including athlete development outcomes, community integration, and talent pipeline contributions, that no market transaction fully captures and that no customer directly pays for.

Therefore, this study aims to develop a BM framework adapted from the Business Model Canvas (BMC) for YBDOs that maps how these distinct organizations create, deliver, and capture blended value across their commercial and mission-driven dimensions. Building upon the foundational logic of the BMC while integrating the developmental characteristics of both publicly and privately funded YBDOs, the study seeks to propose a comprehensive and theoretically grounded framework capable of capturing the hybrid organizational nature of YBDOs within the Lithuanian and broader context worldwide.

Research objectives.

1. To review relevant BM literature, focusing on the BMC framework and its existing applications and adaptations in non-profit and sport organizational contexts, and identifying the specific gaps requiring adaptation.

2. To develop a BMC framework appropriate for analyzing youth basketball development organizations—the YBDO-BMC—with each adaptation theoretically justified.
3. To demonstrate the analytical utility of the YBDO-BMC through illustrative ideal-type archetype examples of publicly and privately funded YBDOs in Lithuania.
4. To provide a structured tool and practical implications for YBDO Managers and future YBDO entrepreneurs.

Research scope. This research focuses on the BM of YBDOs in Lithuania. The research examines both public basketball schools and private basketball academies that are involved in youth basketball training and development. The scope of the study is limited; professional teams and elite-level competitions are excluded, as the primary focus is on youth development systems. The primary focus is on organizational logic, customers and resource management, and the BM design.

In this research, the term "Youth Basketball Development Organizations" (YBDOs) is used as a unifying concept to refer to all institutions providing structured basketball training and development for youth, including public sports schools and private academies. In Lithuania, these institutions carry various names, typically sports schools, basketball schools, sports centers, and academies. To avoid confusion with the formal education system, it is important to clarify that these institutions primarily operate within the after-school training system and provide structured physical education and development outside of formal school hours.

For the purposes of this research, the term "youth" is defined as students aged 12 to 19 receiving basketball training. This specific age range corresponds to the primary participant demographic in the Lithuanian Schoolchildren Basketball League (MKL; Lietuvos moksleivių krepšinio lyga). Due to the diversity in terminology, this study uses the unified term "Youth Basketball Development Organizations" (YBDOs) to ensure consistency of concepts.

The distinction between "publicly funded" and "privately funded" YBDOs is as follows. A publicly funded YBDO is one whose primary source of operating revenue derives from governmental appropriations, such as municipal budget allocations or state grants. A privately funded YBDO is one whose primary source of operating revenue derives from the private sector, such as participant fees, private sponsorship, or commercial activities.

Methods. The research is a theoretical thesis that employs a conceptual framework development methodology with an abductive reasoning approach, systematic literature review, and ideal type as illustrative examples. Existing literature on BMs, the BMCs, and youth sports development organizations was reviewed and critically analyzed to identify key dimensions and recurring organizational challenges. The research follows Jaakkola's (2020) theory adaptation design, selecting the standard BMC framework as the reference framework and systematically adapting it to reflect the organizational characteristics of YBDOs. Furthermore, public open resources in Lithuania, including institutional official websites and partners' reports, were examined to implement practical insights into the framework design. The resulting framework is demonstrated through two theoretically constructed ideal type archetype examples, represents a synthesis of theoretical foundations and real-world organizational practices. This research further provides a practical checklist for YBDO managers in Annex 1.

Main Research Question. How can the Business Model Canvas be adapted to capture the unique organizational characteristics and blended value creation of Youth Basketball Development Organizations?

Structure of the Research. This research is organized into four chapters, followed by a conclusion and a practical checklist in Annex 1. Chapter 1 establishes the theoretical foundations of the research. It reviews the literature on business model concept and framework, examines existing BMC adaptations and identifies the structural gap that motivates the creation of the new YBDO-BMC. The chapter concludes with an overview of the Lithuanian youth basketball ecosystem, which serves as the illustrative context. Chapter 2 presents the research methodology. It explains the choice of research approach and details the systematic literature review process, outlines the six-stage framework development process, and describes the ideal-type archetype examples and the practical checklist for YBDO managers. Chapter 3 presents the main research contribution—the YBDO-BMC. It provides a block-by-block specification of the ten-component framework. The chapter concludes with an illustrative application. Chapter 4 discusses the theoretical contributions, practical implications, limitations, and future research directions of the research. The Conclusion summarizes the research findings and the significance of the framework. Annex 1 presents the practical checklist for YBDO managers, translating the analytical framework into a structured operational tool.

1. THEORETICAL ANALYSIS

1.1 The Business Model: Concept, Definitions, and Literature Review

The concept of BM first appeared in academic literature in the 1950s. However, the concept emerged during the late 1990s, largely in response to the rise of the internet, and was introduced by digital commerce business and the internet economy. Timmers (1998) was one of the early scholars to provide a definition of a BM, using the model for electronic markets. He defines BM as an architecture for product, service, and information flows, including describing the various business actors and their roles, potential benefits for the various business actors, and sources of revenues (Timmers, 1998). Building on this concept, subsequent scholars across multiple disciplines progressively broadened and deepened the conception of the BM.

Magretta (2002) asserted that business models are fundamentally stories disclosing how organizations work, and a good BM can become a useful tool for improving execution in the organization. A good BM provides an answer of who the customer is, what the customer values, and how the organization can deliver that value profitably. Importantly, developing a good BM is necessary for every successful organization.

Teece (2010, p. 173) defined a business model as: "how the enterprise creates and delivers value to customers, and then converts payments received to profits". This reinforced the centrality of value creation, value delivery, and value capture, which became the dominant conceptual foundations in contemporary BM literature. However, in a systematic review, Zott et al. (2011) revealed that despite the mass amount of literature on BMs, scholars had their own definitions on BM and had not reached consensus on a single definition of what a BM is. Nevertheless, they identified four widely shared emerging themes: first, the BM is acknowledged as a new unit of analysis; second, BMs emphasize a system-level, holistic approach towards explaining how firms "do business"; third, that the activities carried out by the focal firm and its partners play an important role; and fourth, the BM aims to explain value creation and value capture (Zott et al., 2011). These themes showcased the core concept of BM, which is applicable to the YBDOs.

It is worth noting that although the BM initially emerged in the digital economy and was widely used in profitable firms, its core logic of value creation and capture has gradually been extended to a broader range of organizational contexts. Scholars have applied BM thinking and concepts to social enterprises (Sparviero, 2019; Yunus et al., 2010), sustainable organizations (Bocken et al., 2014), and non-profit entities more broadly (Kavvadia, 2021; Maguire, 2009; Massa et al., 2017; Perić et al., 2020; Sanderse et al., 2020). Various researchers also recognized that the standard BM requires adjustments when applied to different contexts (Kavvadia, 2021; Sparviero, 2019; Yunus et al., 2010). In Chapter 1.3, this research will discuss the adjustments these various types of organizations have made to the BM framework, as well as the significance of these adjustments for developing the YBDO-BMC.

While this research aims to develop a BM framework for YBDOs, as they present a particularly distinctive organizational type within the sports landscape, selecting the suitable BM definition, framework, and elements is crucial. Fielt's (2014) research further provides a conceptual overview and knowledge in this area and provides appropriate definitions and models for this research.

Conceptually, it is necessary to distinguish between the two uses of a BM: as a "concept" and as a "tool." As a concept, this research adopts Osterwalder and Pigneur (2010, p. 14) definition on BM, defining "a business model describes the rationale of how an organization creates, delivers, and captures value". As a tool, a BM actualizes into an analytical framework, such as the Business Model Canvas (BMC) proposed by Osterwalder and Pigneur (2010), the Entrepreneur's Business Model proposed by Morris et al. (2005), and the Four-Box Business Model (Johnson, 2010), which all provide organizations with a structured method for systematically analyzing and designing their own BMs.

1.2 The Business Model Canvas as an Analytical Framework

This research adopts the Business Model Canvas (BMC) framework from Osterwalder and Pigneur's (2010) handbook, Business Model Generation. The concept has been applied worldwide and implemented in international organizations such as IBM, Deloitte, the Public Works and Government Services of Canada, and many more (Osterwalder & Pigneur, 2010).

The BMC's ability to visually map organizational systems and interdependencies provides business owners and managers an effective tool to design their BM. The original BMC is presented through nine building blocks that show the logic of how a company intends to make money. The nine building blocks were organized around a central value proposition: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure.

These nine components cover the four core areas of a business: customers, operations, infrastructure, and financial viability. The four core areas were first introduced by Osterwalder et al. (2005); the nine blocks were grouped under four pillars: products, customer interfaces, infrastructure management, and financial aspects. The right side of the canvas focuses primarily on value creation and customer-related activities. The left side covers efficiency, infrastructure, and operational capabilities. At the center of the canvas is the value proposition.

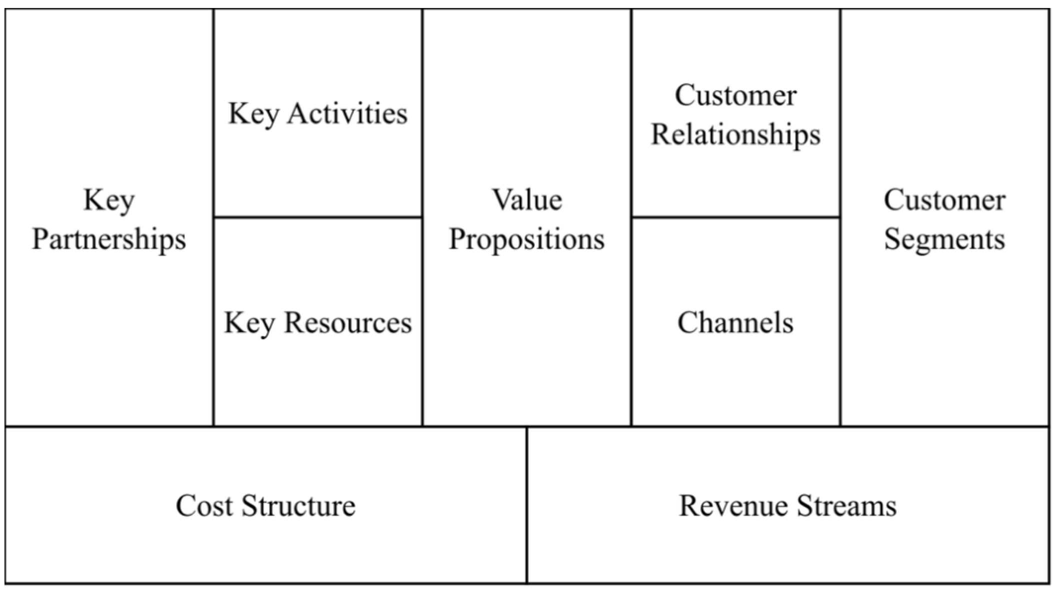

Figure 1.1 The Business Model Canvas from Osterwalder and Pigneur (2010) **Source:** Illustrated by the author.

This architectural mapping makes the BMC a useful framework for understanding organizational logic as an interconnected system rather than blocks of isolated areas of decisions. Its holistic and systematic structure makes it particularly suited for analyzing organizations that operate in complex and hybrid environments—as YBDOs do. The visual clarity of the canvas enables YBDO managers to see their full organizational architecture at once, identifying relationships between blocks and gaps in their organizational design.

However, the standard BMC was developed to serve for-profit companies. Its nine blocks reflect commercial logic: customers pay for products and services, revenues must exceed costs, and value creation is measured through market transactions. The commercial orientation is, as will be argued throughout this chapter, largely appropriate for YBDOs—but the BMC has no mechanism for representing the non-financial value that YBDOs generate. This limitation motivates the review of existing adaptations and ultimately drives the extension of the new structural block in the YBDO-BMC.

Each building block carries specific analytical significance when applied to YBDOs. In Chapter 3, this research will analyze each block and explain which components are most relevant to our research context and need adaptation regarding the special characteristics YBDOs hold.

1.3 Business Model Framework Adaptations in Non-Profit and Social Enterprise Contexts

Researchers recognized that the BM framework needs to be adapted for organizations with a social mission or a non-commercial funding structure. This section reviews the major adaptation approaches and discusses their contributions and limitations for YBDOs.

1.3.1 Key Adaptations for Non-Profit Organizations

As mentioned earlier, BM's core logic of value creation and capture has gradually been extended to a broader range, including the non-profit organizations (NPO) context. Maier et al. (2016) stated that non-profit organizations (NPOs) were becoming business-like was a well-established global phenomenon at the time, and research on the topic has increased continuously since the 1980s. Sanderse et al. (2020) documented a rising level of interest in applying BM thinking to NPOs, and research in the NPO field was increasingly using management terminology and inclining towards professionalization.

However, for NPOs, the core challenge to implement BM thinking is the reconceptualization of value. Emerson (2003) developed a more precise specification through the concept of "blended value". Organizations do not create purely economic or purely social value; all organizations create blended value. The "Blended Value Proposition" holds that all organizational activity generates returns across economic, social, and environmental dimensions. The blended value proposition should be structured in terms that make sense to all stakeholders and integrates the maximization of social, environmental, and economic value within a single firm (whether for-profit or not). From a blended value perspective, the standard BMC captures only the economic dimension of the organizational output. For organizations like YBDOs, the economic value captured in revenue streams and value propositions is real and important, but it represents only the financially transacted portion of a total blended value. The overall value of YBDOs should include social values and developmental outcomes.

Emerson's (2003) concept has a specific implication for the YBDO context. The blended value created by YBDOs is not fully represented, even when this research includes government bodies as customer segments with social value expectations in the value proposition block. The reason is that the blended value YBDOs create, some social outputs like the long-term athlete development, community building, and contribution to national sport are produced by the organization's activities are not being claimed or paid for by any identifiable customer segment. A framework adequate for YBDOs must capture this total blended value, not only the portion that maps onto customer accountability relationships. For NPOs, a business model framework must capture value creation not reflected in revenue streams and accommodate non-market accountability relationships, which the standard BMC cannot represent.

Sanderse et al. (2020) developed a two-layer NPO framework that was examined with eight NPOs. Their key finding from all case studies is that the single-layer canvas is inadequate for the NPO model framework due to the complexity of NPOs. Programmatic strategies (serving beneficiaries) are structurally different from fundraising strategies (acquiring resources). This strategy layer can be seen as the key activities' logic in YBDOs. Youth athletes were identified as customers and beneficiaries in YBDO's BM, the organization not only has to deliver value to them but also needs to acquire resources to sustain its operations. In Chapter 3, this research applies this concept to a systematic view of YBDOs' operations. Their framework further introduced ultimate beneficiaries as a separate block, program delivery methods, an income block replacing revenue streams, and an impact block as a flexible element. Their study also showed that interviewees valued the visualization, descriptive, and analytical feature of the framework.

Kavvadia (2021) proposed a hybrid archetype built around strategic choices, value capture, value creation, and value network. The study tested the validity of the model by implementing it on two not-for-profit, publicly funded banks operating in the market. The study demonstrated using external construction of BMs from public documents, validating the use of BMC frameworks as analytical tools without direct organizational access.

Perić et al. (2020), conducted an empirical study of Croatian NPOs and found some key NPO specificities when analyzing their BMs. First, in some cases, donors simultaneously function as customers and partners. Second, revenue models vary significantly by funding source diversity. Lastly, human and social capital are the most important resources of all the NPOs.

These NPO frameworks are valuable in establishing that mission-driven organizations require adapted frameworks. However, they were designed for organizations with a different structural profile from YBDOs. The value creation beyond economic is highly relevant to this research's context. The relationship between beneficiaries and funders is also an adaptation related to YBDOs, as most parents pay fees directly for the youth's training, creating a commercial accountability relationship. However, applying a full NPO framework to YBDOs would misrepresent their commercial operational reality, which this research will discuss in Chapter 3.

1.3.2 Key Adaptations for Social Enterprises

Social Enterprises demonstrated a different type of business logic, according to Sparviero (2019, p. 235), defines a social enterprise as "private organizations explicitly and primarily working towards one or more social welfare goals while participating in the marketplace". Researchers recognize the special characteristics of social enterprises and the various challenges when analyzing them using the BM logic.

Yunus et al. (2010) shaped the concept of the social business model and designed a framework through the Grameen experience. The key innovation is explicit recognition that social and economic objectives do not necessarily conflict but may appear. As YBDOs also have social objectives, it is worth exploring the conflict between different objectives. Moreover, the key adaptation that is relevant to the YBDO-BMC adaptation is the value proposition and constellation can no longer focus solely on the primary customer but must be expanded to encompass all stakeholders.

The proposed Social Enterprise Model Canvas (SEMC) by Sparviero’s (2019) represented one of the most comprehensive attempts to redesign the BMC for organizations that simultaneously pursue social goals and participate in the marketplace. While YBDOs are not social enterprises in the strict definitional sense, their primary purpose is sport development service delivery rather than social welfare. However, the challenges Sparviero identifies for social enterprise management resonated with the challenges of YBDOs, and the concept can contribute to developing this research’s adaptations.

The challenges and concepts are examined below, with explicit consideration of how they influence the YBDOs context and what analytical implications and adaptations are relevant for the framework developed in Chapter 3. The first challenge identified by Sparviero is the strategic challenge: the need to integrate and maintain the balance between public and private values, to maximize operational efficiency and effectively achieve objectives. For social enterprises, the strategic challenge arises because there may be a genuine tension between social and economic objectives, which aligns with the concepts mentioned by Yunus et al. (2010).

For YBDOs, this contradiction is not between serving the poor and maintaining profitability, but between two different organizational objectives that most YBDOs have in mind: accessibility and mass participation, and competitive performance and elite cultivation.

One of YBDOs’ imperatives is to develop talent and contribute to the national basketball ecosystem. This aligns with the business commercial value — the quality signal that attracts payers such as parents or donors, the competitive results that spread reputation, and the elite pathway that justifies premium pricing in some YBDOs. On the other hand, YBDOs exist to promote sport participation broadly across the youth population. This aligns with the social—creating community integration, public health promotion, and social beneficial outcomes. These two imperatives create different strategic approaches in YBDOs management. Dedicating resources to high-potential players may come at the expense of developmental attention for the broader participant cohort. Pricing services reflecting quality may reduce accessibility. It is particularly important to establish appropriate strategies and value propositions.

In addressing the strategy challenge, Sparviero (2019) also references the inclusive business model applied by some social enterprises that aim at serving the Bottom-of-the-Pyramid (BOP), which is the largest and poorest socioeconomic group. While the BOP concept originates in a development economics context, its underlying organizational logic is directly relevant to YBDOs. The key takeaway for the inclusive business model for YBDOs is the market rate for quality basketball training and development creates a financial barrier that excludes a significant proportion of the youth population from participation. Certain YBDOs resolve this through government subsidy, essentially operating a publicly funded inclusive model where participant fees are minimal.

Sparviero (2019) also identified the "mission measurement paradox" challenge. It is the structural disconnect between social mission and the capacity to measure and communicate social impact. Organizations with social goals are assessed by two criteria: financial performance and social impact. The social impact is often complicated and hard to measure compared to financial performance. Without a dedicated analytical element for social framework, pressure pushes organizations toward financial metrics, which is the "mission drift" that Sparviero noted. This paradox is directly relevant to YBDOs as athlete development outcomes and community impact often take long to temporal manifestation and are invisible in the standard BMC, yet they are one of the primary measures of organizational effectiveness.

Sparviero's (2019) Social Enterprise Model Canvas (SEMC) comprises 14 blocks, and the most significant for this research are the distinctions between mission values and objectives. Sparviero labeled the organizational goals/terminal values as mission values and distinguished them from the operational goals, which turned into the objectives block of an organization. Social enterprise literature has been instrumental in helping this research consider what kind of organization YBDOs are, and how they differ from and resemble other organizations in terms of their operations and concept.

1.3.3 Blended Value: The Measurement Challenges and Theoretical Development

Previously, the research introduced the key concept “blended value” proposed by Emerson (2003), and the review of BM framework adjustments in this chapter has also demonstrated the importance of non-financial value to these organizations. Building on this foundation, this section will further explore the practical challenges of measuring blended value and its specific relevance to sports organizations.

Bonini and Emerson’s (2005) research was built directly on the blended value concept, and they documented the challenges that organizations face when pursuing blended value in practice. The key finding was that the measurement of non-financial value is one of the most significant obstacles. There is a lack of universally accepted metrics for assessing social value creation. Furthermore, different social values require different metrics. Without a standardized tool for tracking social and developmental outputs, organizational accountability systems turn toward financial performance and metrics. Over time, this creates precisely the mission drift that Sparviero (2019) identified. However, organizations do not abandon their missions; their analytical frameworks simply make financial performance visible and social performance invisible. This is a structural problem that requires a solution.

Nicholls (2009) extended this argument into accounting and performance measurement, developing the concept of “blended value accounting”. He pointed out that the reason social value remains invisible in standard financial statements is not because it does not exist, but because of the evaluation tools (frameworks) we use. He called for the development of a new set of measurement practices that would make non-financial outcomes as clearly visible as financial ones. YBDOs generate diverse forms of social value that current frameworks cannot fully capture. However, incorporating the blended value concept into the YBDO-BMC would represent an innovation and is further elaborated in section 1.5.2.

Mendizabal Leiñena & García Merino's (2021) research is one of the few studies to directly address social value measurement in the professional basketball clubs context. They confirmed that financial magnitudes alone cannot visualize and demonstrate the real value creation of basketball organizations, and it must be analyzed according to their capacity to create both social and economic value simultaneously. Their study employed social accounting methodology to analyze two elite Spanish basketball clubs. The result demonstrated that the social outputs created by basketball organizations are real and analytically significant. A specialized framework to capture these outputs is needed. Therefore, applying the concept to sports organizations—especially YBDOs—is a gap this research aims to fill for the existing sports management literature. In the next section, the research further reviews and examines the literature of BM implementations in sport organizations.

1.4 Business Models in Sport Organizations

The sport management literature has started increasingly recognizing that the BM provides a useful unit of analysis for understanding sport organizations. Lis's (2022) chapter highlighted that since 2004 research on BMs in sports organizations and sport-related industries has been accumulating, and the research areas have been discovered in a wide range. The majority of existing BM research in sport has concentrated on professional and elite-level organizations, particularly professional football clubs (Bennike et al., 2020; Di Minin et al., 2014; McNamara et al., 2013). Research in the field of basketball is relatively limited and mostly focuses on the professional sector (Fauji & Suwarno, 2025; Santomier et al., 2023). Nowadays, sports organizations not only focus on economic goals, but also focus on a mixture of social and developmental goals. Unlike profit-driven businesses, many sports organizations strive to balance between financial sustainability and broader social contributions, such as talent development, community engagement, and public health promotion. How these organizations create value, and how that value is reflected in their BMs, has become a field worth exploring.

Although YBDOs are primarily registered as non-profit entities, they cannot escape the organizational logic that BM analysis seeks to answer. Every YBDO must address the challenge to balance on one hand, fulfilling its core developmental mission—identifying, cultivating, and producing athletes and talent; and on the other hand, ensuring with sufficient and stable resources to sustain organizational operations and thereby achieve the mission. Athlete development effectiveness and operational viability are inseparable; however, researchers in the field largely focus on the former while neglecting the latter. Therefore, understanding how YBDOs acquire resources, build and retain stakeholder relationships, and create value is significant for understanding whether and how they can fulfill their mission.

The social value created by YBDOs—such as talent development and accessible training environments—is of critical importance at the national development level. Governments and public institutions across Europe allocate substantial annual budgets to youth sports development. In Lithuania, public funds allocated through municipal budgets, the National Sports Agency (NSA; Nacionalinė sporto agentūra), and the non-formal education (NVŠ; Neformalusis vaikų švietimas) basket mechanism demonstrated the support and investment of public resources in youth sport education and development (Mikalauskas et al., 2025; Nacionalinė sporto agentūra, n.d.; Švietimo, Mokslo Ir Sporto Ministerija, n.d.). However, despite the substantial resources invested, there has been little research on the operation and planning of these organizations, including their structures, resources, and transformation of value. While this "transformation of value" is crucial, it is difficult to concretely demonstrate in organizational operations and lacks a systematic framework for examination. These are fundamentally organizational and managerial issues, and they constitute the core focus of this research, which employs the BM framework to explore them.

1.4.1 Business Models in Non-Profit Sport Organizations

Antoldi et al. (2016) were among the first scholars to apply the BMC to non-profit multi-sports clubs. They analyzed ten Italian non-profit multi-sports clubs that rely primarily on membership fees for revenue. Their study demonstrated that the BMC framework enabled organizations to systematically identify weaknesses in their value propositions and revenue structures. It encourages managers to think innovatively about potential changes to their value proposition, internal structure, or resources, and helps analyze the relationships between blocks in the BMC framework, thereby improving performance—even in non-market-oriented organizations. Furthermore, when clubs know how to rethink their future BMs, they can maintain competitiveness through strategic actions. Later, an increasing number of researchers began to apply the BM concept to non-profit organizations, using various adapted frameworks.

Ivašković and Čater (2018) examined 73 non-profit basketball clubs from four South-Eastern European countries—Bosnia and Herzegovina, Croatia, Serbia, and Slovenia. They demonstrate that the ratio of public to private funding significantly predicts strategic orientation across three dimensions: community aims versus top sport results, cost reduction versus organizational growth, and fast results versus risk reduction.

Their study showed the higher the proportion of public funds in a sports club's budget, the more negative the impact on the clubs' athletic and financial performance. They concluded that "even non-profit organisations can change their behaviour and become more like their profit counterparts if the percentage of private funds, and consequently power of private sponsors, increases." (Ivašković & Čater, 2018, p. 807) This confirms the hypothesis of the research that, although YBDOs are mostly registered as non-profit organizations, the funding source, not legal form, determines their organizational behavior and differs in the BM design. The crucial strategic issue for these non-profit basketball clubs is the decision between focusing on top sport achievements and emphasizing local community aims. While this research focused on professional sports clubs, there are some similarities to the environment of YBDOs.

This research is significant for three reasons. First, it is specific in the basketball field. Second, it is conducted in Eastern European countries whose organizational environments—public-private sport system structures, government funding mechanisms—closely resemble Lithuania's. Third, it confirms empirically that the differences between publicly and privately funded basketball clubs could be seen across multiple strategic and operational dimensions.

1.5 Youth Basketball Development Organizations as a Distinct Organizational Type

The review of different organizational types reveals that YBDOs share important characteristics with both NPOs and social enterprises. However, existing frameworks cannot fully and accurately represent the characteristics of YBDOs.

YBDOs are most accurately characterized as commercially operating, mission-driven sport service organizations. This description captures three key features that define their organizational identity. First, they operate commercially: they provide a service, primarily structured basketball training, in a competitive market, competing for participants with other YBDOs and with alternative after-school activities. They must manage costs, set prices, retain enrolled participants across multiple years, and maintain organizational viability. The business service delivery logic is not irrelevant; it is the foundation of YBDO's operations.

Second, they carry a mission: athlete development is the primary reason for their organizational existence. Their mission dimension generates non-financial value, not only athlete development outcomes, but also community integration, talent pipeline contributions that constitute the primary measure of organizational effectiveness. The mission is not a branding tool or the value proposition to attract customers, but a genuine organizational commitment embedded in governance structures, funding relationships, and operational priorities.

Third, different sources of funding lead to different organizational structures and strategic orientations. Ivašković and Čater's (2018) research demonstrates that organizational behavior and strategic priorities systematically vary as a function of funding structure, with publicly funded clubs prioritizing community aims and privately funded clubs increasingly emphasizing competitive performance. For YBDOs, this difference is not merely a matter of funding type; it influences the organizational logic of multiple BMC blocks. However, the actual differences between publicly funded and privately funded clubs require further investigation through empirical studies.

This organizational character—commercially operating, mission-carrying, funding-structured—has features of both non-profit and commercial organizations, and shares characteristics with social enterprises, but does not fully match any of them. The appropriate analytical framework is therefore aimed to take the commercial BMC architecture as its primary structure, reflecting the primacy of commercial service delivery. Adding one block to capture the mission dimension analytically, reflecting the non-financial value dimension, and providing YBDO-specific content within existing blocks.

1.5.1 The Structural Gaps and the Case for Blended Value Creation

The standard BMC has no mechanism for systematically capturing the non-financial value that YBDOs generate as a primary organizational output. YBDOs operate commercially means the standard BMC's commercial structure is largely applicable. However, YBDOs simultaneously generate substantial non-financial value: athlete development outcomes, community integration, and talent pipeline contributions. This value is not sold or priced in market transactions and is not captured in revenue streams. It is also not included in the value proposition, which describes what is promised to customers, not what is produced for society.

YBDOs produce value that is currently hard to capture in revenue or to exchange in any market transaction: the long-term development of young athletes who progress to higher competition levels; positive youth development outcomes including positive behavioral skills, life skills, discipline, and community belonging (Holt et al., 2020); contributions to national basketball talent pipelines and ecosystem; and the social integration and public health promotion.

A critical analytical question arises at this point: if government bodies are included as a customer segment with social value expectations in the value proposition block, does this not already capture social value within the BMC framework, thereby negating the need to create a new block. By theory, the value proposition block captures the value an organization promises to specific customer segments in exchange for resources—it is a transactional concept. When the government is a customer, the value proposition does capture the contracted social value: participation rates, social inclusion delivery, and talent pipeline contributions. However, YBDOs' blended value extends beyond these contractual customer relationships. Three categories of YBDO social value are not captured by any customer relationship: long-term athlete development outcomes that no specific customer pays for; community cohesion effects that are not contracted in any funding agreement; and, most critically, private YBDOs, whose primary customers are parents and sponsors rather than government bodies, generate these same social outcomes—but have no government customer relationship in which to place them. If social value can only appear in the value proposition to government, it disappears from the framework for privately funded YBDOs.

The solution proposed in this research is clear and minimal: creating one new block—Value Created—that captures total blended value as a dedicated, structurally visible organizational output, while retaining the commercial BMC architecture for all nine existing blocks.

1.5.2 Blended Value and the Dedicated Block in the YBDO-BMC

As established in section 1.3.3, the invisibility of social value in standard frameworks is not a feature of the value itself—it is a feature of the tools being applied (Nicholls, 2009). For YBDOs, whose blended value including multiple dimensions, constitute a primary measure of organizational effectiveness, this structural invisibility is not acceptable. However, the accurate quantification of the value of athlete development outcomes, community cohesion effects, and ecosystem contributions remains methodologically complex and is beyond the scope of this research. This is not the purpose of this framework-developing theoretical thesis.

The YBDO-BMC framework is designed to help YBDOs analyze, visualize, and communicate their organizational logic (Osterwalder & Pigneur, 2010). The new value creation block serves this purpose precisely. By placing the blended value outputs at the top of the canvas and reveal them in the BM design, the framework enables managers to formulate the full value of what their organization creates. This allows blended value of the YBDOs to be seen, understood, and communicated with organizations' funders and partners. In conclusion, the value creation block is not intended to solve measurement problems; it merely establishes the foundation for more systematic documentation, organizational reflection, and stakeholder communication.

1.6 The Lithuanian Basketball Ecosystem as Illustrative Context

Lithuania is selected as the illustrative context for three reasons. First, its youth basketball system is classified under European Model 2/6 (Żyśko & Piątkowska, 2009)—publicly funded YBDOs and privately funded YBDOs coexisting in the same ecosystem—exemplifying the dominant European youth basketball development structure. Second, Lithuania has well-structured mechanisms: the NVŠ basket subsidy, the MKL competition platform, and a clearly defined municipal funding structure and public documentation. Third, Lithuania is among the most basketball-intensive cultures, making its youth development system both practically significant and institutionally representative.

For the purpose of this research, Lithuania serves as the theoretical application context, not the empirical research subject. This section will provide a brief overview of Lithuania's background and related information to provide an understanding Lithuania’s of YBDOs and to develop their YBDO-BMC.

1.6.1 The European Youth Basketball Development Models

The development of basketball talent in European sports can be seen in the core framework of the “European Sports Model (ESM)”. According to the European Commission, the ESM is regarded as the pillar of the European sports organizational structure (European Commission. Directorate General for Education, Youth, Sport and Culture., 2022). The model is a pyramid-shaped structure founded on autonomy and democracy. At the base of this pyramid are grassroots sports and school sports, which provide opportunities for the general public to participate in local sports, thereby promoting the concept of “sport for all”. As the level of competition increases, the top tier comprises elite sports, where athletes can participate in competitions at different levels and mechanisms such as promotion and relegation ensure the openness and competitiveness of the competitions.

The European Commission's White Paper on Sport (2007) and the subsequent Work Plans for Sport have consistently identified youth development, coach education, and the protection of youth training environments as strategic priorities. The European Parliament resolution in 2025 on the role of EU policies in shaping the ESM stresses the need to strengthen the connection between professional and grassroots sport through more effective financial solidarity mechanisms, to optimize its development (Role of EU Policies in Shaping the European Sport Model, 2025). It also called on the European Commission to encourage sports governing bodies to implement mechanisms and policies in youth development, aimed at rewarding clubs for training players who contribute to the continued success of professional competitions, thereby ensuring the long-term competitiveness of the sports sector.

Thus, back in 2007, the European Commission launched a study on athlete training in the 27 EU member states in order to analyze appropriate policy or legislative action to promote the development of elite training (Żyśko & Piątkowska, 2009). The findings of this research indicate that two main factors influencing the organization of youth athlete training are (1) funding and regulation, and (2) the management of training centers. The study used a matrix classification based on two core indicators: the horizontal axis represents funding and supervision (public or private), and the vertical axis represents entities responsible for operation and management (such as sports clubs, national associations, or private institutions). Seven primary operational models for training centers were identified (Figure 1.1). A comprehensive analysis of the operations of training centers in 27 EU member states across three major sports disciplines, including basketball (B-basketball), is shown in Figure 1.2. The organizational structure of sports in various EU countries has a direct and profound impact on the training methods and environment for their young athletes. Research has shown that while in basketball powerhouses such as Spain and Greece, basketball talent training is primarily led by sports clubs (Model 1/5), in most EU countries—including Lithuania—Model 2/6 dominates. According to this study, no EU country, in terms of basketball training, relies solely on private funding.

The core feature of Model 2/6 lies in the shared management responsibilities between sports clubs and national associations. Under this model, sports training organizations are typically responsible for early talent development until young players reach a specific level or age. Hereafter, these elite players enter national or regional training centers. The national associations play a key role in the athletes' training development process, regularly or long-term gathering the top young talents for centralized training.

According to the classification in this empirical study, Lithuania's youth basketball training system falls precisely under the Model 2/6, embodying the cooperation of sports clubs, schools and the public sector in the development of youth basketball. This classification perfectly reflects the actual state of Lithuania's sports ecosystem: in Lithuania, grassroots YBDOs handle the early development and selection tasks at the base of the pyramid; meanwhile, national-level institutions such as the Lithuanian Basketball Association (ALK; Asociacija Lietuvos Krepšinis) play an important role in the advanced elite selection and centralized training. In addition, the investment of public funds in Lithuania is also a major focus.

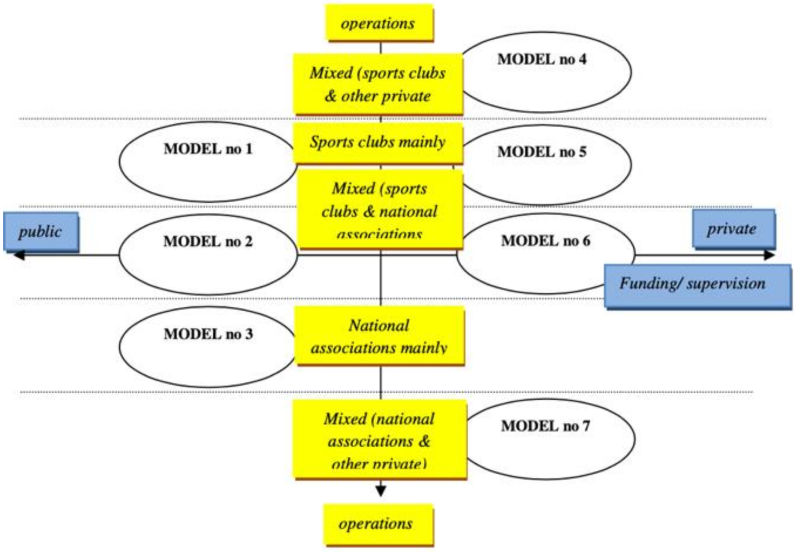

Figure 1.2 The main models for the operation of training centres **Source:** The study of the training of elite young sportsmen and sportswomen in Europe, EC, 2007 (Żyśko & Piątkowska, 2009)

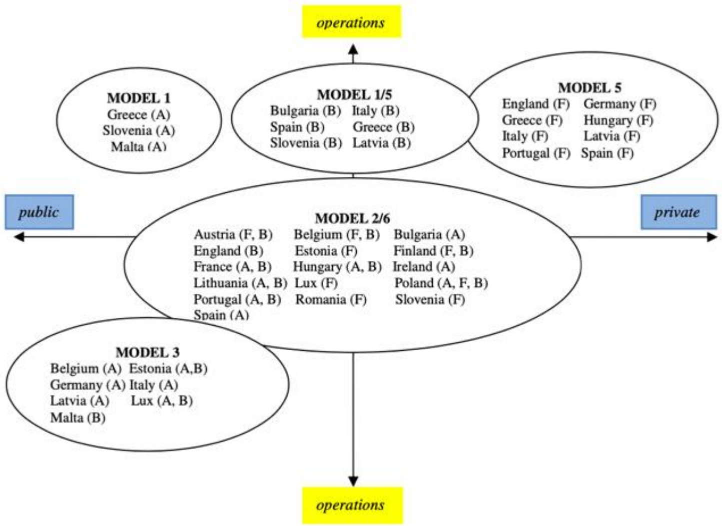

Figure 1.3 The models for the operation of training centres in researched countries **Source:** The study of the training of elite young sportsmen and sportswomen in Europe, EC, 2007 (Żyśko & Piątkowska, 2009)

This mixed model, in which clubs and national associations are intertwined, not only forms the overall framework of Lithuania's basketball development environment, but also requires a deeper understanding of the differences in funding sources, supervision, as well as the distinct BMs of these YBDOs.

1.6.2 The Lithuanian Youth Basketball Development System

At present, the Lithuanian sport policy functions under a centralized and interventionist framework, featuring a standardized structure, development processes, and clearly defined roles for public and non-profit entities (Mikalauskas et al., 2025). Researchers noted that Lithuania has a "combined sports funding model", with funding sources including public (from national and local budgets), corporate, and private funds. This also reflects the Model 2/6, a system that relies on funding and participation from the public and private sectors.

In terms of the government and public sector, the Ministry of Education, Science, and Sports (ŠMSM; Švietimo, mokslo ir sporto ministerija) is responsible for formulating and coordinating national sports policies. The National Sports Agency (NSA; Nacionalinė sporto agentūra), established in 2022, is primarily responsible for implementing sports policies in the areas of high-performance sports and physical activity, managing the allocation of funding, and overseeing athletes' rights

(Johnson, 2010). The local municipal governments are responsible for community sports development in the region. The implementation of sport policy also relies heavily on the non-profit sector, including the Lithuanian National Olympic Committee and various sports federations, such as the ALK.

Having examined Lithuania's sports framework, this research will now focus on the position of basketball sports schools within the sports system. The law of the Republic of Lithuania on Sports (Lietuvos Respublikos Sporto Įstatymas) established the legal basis for the activities of physical culture and sports organizations, the competence of state institutions in the field of physical culture and sports, the regulation of professional sports, legal guarantees for the country's residents to practice physical culture and sports, and the regulation of other relations arising in the field of physical culture and sports (Lietuvos Respublikos Seimas, 1995). This law clearly defines sports organizations and clubs. Sports organizations are sports clubs (sporto klubai), sports schools (sporto mokyklos), sports centers, sports facilities, sports federations, associations, societies, and other organizations and institutions engaged in physical culture and sports activities that provide conditions for practicing physical culture and sports, training athletes, and organizing sports competitions and other physical culture and sports events.

Sports organizations have the right, in accordance with the procedure established by law, to join public, non-profit sports organizations, as well as to establish professional sports organizations and participate in their activities.

Sports clubs are the primary sports institution that unites residents and athletes to develop and promote physical activity, a healthy lifestyle, and physical education. Under this Law, a sports club is a sports organization with the rights of a legal entity, established in accordance with the procedures set forth in laws and other legal acts. Both amateur and professional sports clubs may be established.

In this research, sports academies and sports schools in Lithuania providing sports activities are primarily registered as three different types of legal entities. Budgetary Institution (BĮ; Biudžetinės įstaiga), Public Institution (VšĮ; Viešosios įstaiga), and Association (Asociacija). These legal forms primarily define governance structures, ownership, and regulatory obligations. From an operational perspective, these entities can be categorized into two main types: publicly funded and privately funded YBDOs. However, from the BM analytical perspective, the critical distinction is not legal form but funding structure. As Ivašković and Čater (2018) empirically demonstrated, funding source rather than legal status determines organizational behavior. In Lithuania, the YBDOs' funding sources have a significant impact on the hiring of their coaching staff, player recruitment, the acquisition of commercial sponsorships, and its strategic positioning.

1.6.3 Non-Formal Education for Childrens Basket

According to the Ministry of Education, Science, and Sports (ŠMSM), non-formal education (NVŠ; Neformalusis vaikų švietimas) for children is an integral part of the country's education system (Švietimo, mokslo ir sporto ministerija, n.d.). This category includes non-formal education programs such as the sports organizations' curriculum, in YBDOs' case—basketball education and training. The Ministry has also established orders for non-formal and supplementary education programs funded by national or local municipal budgets (Lietuvos Respublikos Švietimo Ir Mokslo Ministerija, 2005). The core of this initiative is the provision of "NVŠ basket" managed by the ministry, which offers support funding for after-school activities for children. This is also one of the key revenue streams for Lithuanian after school basketball organizations when providing NVŠ services.

Under the NVŠ basket model, funding "follows the student"—that is, it is allocated based on the number of students rather than the number of institutions. The state provides an allowance of 15 to 25 euros per student participating in an NVŠ program. However, the actual amount of funding is determined by local municipalities, so subsidy amounts may vary across city and organization.

Students enrolled in certified NVŠ courses are eligible for a dedicated "education allowance." To qualify for certification, a course must last at least six months and include at least eight hours of instruction per month. Parents receive "vouchers" that can be used at any certified NVŠ institution (including eligible sports organizations). Subsequently, these institutions apply to their respective municipal governments for reimbursement based on the number of vouchers received.

This reduces the costs for parents and children, but it is important to note that each child can only choose one after-school program for the allowance, which is why it is called the "basket" (krepšelis) in Lithuanian—because the funding follows the student wherever he/she goes, like a personal basket they carry with along.

On the non-formal children's education provider side, the organizations offering after-school basketball programs must apply and meet the accreditation requirements from the ŠMSM and submit detailed reports on their training programs for review (Lietuvos Respublikos Švietimo Ir Mokslo Ministerija, 2022). This has had a significant impact on the BM design. To some extent, the Ministry regulates and upholds quality standards for the programs; however, for sports organizations, in addition to meeting these requirements, the NVŠ baskets directly link revenue to the number of children enrolled. This compels schools to consider enrollment figures in order to maintain and expand their revenue base.

From a BM perspective, the NVŠ basket mechanism directly links to the revenue streams, enrollment volume becomes an income driver for both YBDO types, linking a portion of revenue directly to participant numbers and creating incentives to maximize enrollment. The NVŠ basket mechanism also showcases Lithuania's institutional application of the inclusive BM logic—enabling both public and private YBDOs to serve a broader youth demographic while maintaining financial viability. Lastly, NVŠ basket-eligible families can be seen as a distinct customer segment group whose enrollment decision needs to be analyzed with further empirical studies.

1.6.4 1.2% Personal Income Tax Designation Mechanism

Another distinctive revenue stream for Lithuanian YBDOs is the 1.2% personal income tax designation mechanism (1,2% GPM parama). According to the Law of the Republic of Lithuania on Personal Income Tax, Lithuanian taxpayers are allowed to designate 1.2% of their personal income tax to a registered NPO of their choice (Lietuvos Respublikos Seimas, 2002). This does not apply any additional payment for the taxpayer—it is a redirection of tax funds that would otherwise contribute to the general state budget. YBDOs eligible to receive this designation are NPOs including those registered as public institutions (VšĮ) and associations (Asociacija) (Valstybinė Mokesčių Inspekcija, n.d.).

From a BM perspective, the 1.2% mechanism introduces a new funding source. This funding source falls between public funds and private donations. To keep concept clear and simple, this research views the 1.2% mechanism as a source of additional revenue for organizations. Unlike the NVŠ basket, the revenue from 1.2% mechanism depends on how many “donors” choose to designate the use of their tax contributions. This creates different strategies for YBDOs, they must invest in community visibility, relationship maintenance, and reputation management to secure this revenue. Generating 1.2% income requires active communication during the tax declaration period, including campaigns through channels, direct communication to customer segments, and alumni network engagement.

A review of the official websites of YBDOs in Lithuania eligible to receive 1.2% mechanism revenue revealed specific promotional strategies on how they are putting this mechanism into practice. Some YBDOs have a dedicated website or campaign sections to explain the 1.2% mechanism, providing step-by-step guides on how to enter the organization’s code when submitting tax designation. These pages typically highlight two key points: firstly, that the 1.2% allocation is a vital source of organizations revenue and will contribute to the development of youth and promote basketball broadly; secondly, they provide details on how the designated funds are used—typically for team development, training equipment, competition travel costs, or facility improvements. The promotional page also emphasizes that taxpayers incur no additional cost. Some organizations further incentivize participation through gifts or prize draws. This constitutes a distinct category within the key activities block.

1.6.5 The Competitive Platform: The Lithuanian Schoolchildren Basketball League

One of the most important components in the Lithuanian basketball ecosystem is the Lithuanian Schoolchildren Basketball League (MKL; Lietuvos moksleivių krepšinio lyga). MKL is the competitive basketball platform for youth students recognized and authorized by the ALK.

The MKL is the largest basketball league in Lithuania, involving approximately 7000 players, and is dedicated to youth basketball, athlete development, and community building. The league is structured into different age groups for both boys and girls, beginning with the Under-12 division to the Under-19 championship (Lietuvos Moksleivių Krepšinio Lyga, n.d.). This age-based structure ensures that young players are provided with a competitive environment appropriate to their developmental stage throughout their years.

From a BM perspective, MKL can be seen as a key partner as it provides a high quality, competitive, and well-organized competition that enables YBDOs to participate. Participation in MKL competitions enhances the value proposition of YBDOs by offering players opportunities for performance development and competition experiences. Furthermore, MKL functions as an important channel through which YBDOs gain visibility and create a platform for showcasing talent to higher-level clubs, scouts, and national team selectors. This increases the perceived value of YBDOs among players and their families, who are key customers in terms of the decision-making and financing. Therefore, the presence of a well-structured league system, such as MKL, contributes significantly to YBDOs by strengthening both the developmental and commercial aspects.

1.7 Chapter Summary

This chapter has established the theoretical foundations for the YBDO-BMC. The BMC (Osterwalder & Pigneur, 2010) is adopted as the primary and reference framework architecture due to its widespread applicability and comprehensive analytical perspective. The research identified the key limitation of the standard BMC for YBDOs: its commercial structure cannot represent the non-financial blended value (Emerson, 2003) that YBDOs generate as a primary organizational output. The review of NPO BM adaptations and social enterprise frameworks established that existing adapted frameworks cannot adequately represent YBDOs, thereby highlighting the importance of establishing a new framework.

The Lithuanian youth basketball and institutional context—embodying sports clubs, schools, and public sector cooperating in the development, characterized by the NVŠ basket and the 1.2%

mechanism, the MKL competition platform, and the coexistence of publicly and privately funded YBDOs—provides a concrete and well-structured illustrative context for the framework's application. The next chapter presents the methodology of this research through which the YBDO-BMC is developed.

2. METHODOLOGY

This chapter justifies the methodology employed in this theoretical research. The development of an adapted BMC framework for YBDOs—the YBDO-BMC—is a theoretical process, and the methodological choices made in this research differ from empirical research. This chapter explains the reasoning behind the decisions and demonstrates that theoretical research is a valuable form of this research.

This chapter is structured as follows: Section 2.1 establishes the research approach and reasoning. Section 2.2 outlines the research design for constructing the conceptual framework. Section 2.3 details the systematic literature review process and data collection strategies. Section 2.4 demonstrates the six stages of the framework developing process and directly links them to the chapters and sections of the research. Section 2.5 explains the construction of ideal-type prototypes used for framework illustration and their theoretical foundations. Section 2.6 introduces the practical checklist developed for YBDO managers. Section 2.7 covers ethical considerations. Section 2.8 acknowledges the limitations of the research methodology.

2.1 Research Approach

This research is a theoretical master thesis. The research is based on theoretical and empirical sources—academic papers, policy documents, handbooks, and organizational official open resources. The materials are reviewed, compared, and synthesized to create the new conceptual framework for the YBDOs.

This research employs abductive reasoning to explore the subject. Schurz (2008) explored that the patterns of abduction can be used as a crucial search strategy that guides researchers to a most promising explanatory conjecture in a reasonable time. Then test it after. Within the paper, Schurz identifies creative abduction as a way to bring out new theoretical models or concepts and explain phenomena that existing models cannot fully represent.

The research is based on a practical observation: although YBDOs in Lithuania are typically registered as non-profit organizations, their operations are driven by commercial and for-profit logic, while simultaneously creating significant social value. This attribute motivated a systematic review of their BMs. This triggers the creative abductive process in this research. First, existing BM frameworks are systematically compared and found that they cannot fully represent YBDOs—this is the anomaly part. Second, a new framework is developed to solve the anomaly—presenting the new theoretical explanation. Third, the framework is demonstrated through illustrative application to show that it produces analytically coherent and organizationally meaningful results—the verification for accepting this new theoretical model. The YBDO-BMC is therefore offered as the most promising current framework for YBDO organizational logic. However, the YBDO-BMC clearly still requires further empirical testing and refinement.

2.2 Research Design: Conceptual Framework Development

Jaakkola (2020) distinguishes four types of conceptual research design: theory synthesis, theory adaptation, typology, and model. This research primarily adopts the theory adaptation research design, choosing the standard BMC framework developed by Osterwalder & Pigneur (2010) and systematically adapting it to a new sport organizational context (YBDOs). The research also contains theory synthesis, reviewing on different categories of literature to assist in producing the framework that integrates similar features.

Developing a BMC framework specifically for YBDOs is the primary aim of this research. The framework is developed through analysis of existing theoretical and empirical literature; its demonstration is achieved through the application of the framework to theoretically constructed archetypes. Empirical data collection would serve to trial or refine the framework after it has been developed.

The development phase itself is a legitimate research contribution. Empirical data collection would contribute to examine or refine the YBDO-BMC after it has been developed. Future possible empirical research including semi-structured interviews with Lithuanian YBDO managers is identified as the primary option and suggestion in Chapter 4.

2.3 Research Data Collection: Systematic Literature Review

In this theoretical research, the data and materials for developing the framework are divided into two categories: academic literature and publicly available resources. The academic literature primarily includes four types of literature: business model theory and framework, business model research in sport organizations, youth basketball and athlete development, and Lithuanian sports literature. The process of the research data collection is described below.

The theoretical literature review was conducted using Scopus and Google Scholar databases. To ensure a comprehensive and relevant academic literature, the search strategy was structured across five primary dimensions. The key search terms used across five dimensions are listed below, each serving a distinct function in the framework development process.

BM theory and framework: search terms including “business model,” “business model canvas,” “BMC,” “business model framework,” “value creation,” “business model for non-profit organization,” “non-profit organization model,” “social enterprise,” and “social enterprise business model.” This dimension aims to establish a theoretical foundation for value creation and operational logic, and to systematically examine the contexts of organizations that operate in non-profit logic, and mission-driven such as non-profit and socially oriented organizations.

BMC block related terms: search terms including “blended value,” “blended value proposition,” “blended value in sport,” “social value creation,” “value propositions,” “customer relationships,” “customer relationships management,” “channel management,” “key resources,” “key activities,” “key partners.”

Sport organization: search terms including “sport business model,” “sport organization model,” “non-profit sport club,” “sport academy,” “sport school,” “basketball academy,” “basketball organization,” “youth sport organization,” and “sport organization funding.”

Youth basketball and athlete development: search terms including “youth basketball,” “youth sports development,” “youth athlete development,” “youth basketball development,” and “talent development.”

Lithuania context: search terms including “Lithuania basketball,” “Lithuania basketball school,” and “Lithuania sports policy.”

Search results were first screened with titles and abstracts reviewed for relevance to the research. Further, selected papers were read and highlighted for the research and framework development. Reference lists of the selected papers were also reviewed to identify additional relevant sources.

In terms of institutional context for the Lithuanian YBDOs, policy documents, and institutional resources from recognized bodies (European Commission, ŠMSM; MKL) providing detailed context for the Lithuanian YBDOs were reviewed. Sixty YBDOs that participate and are listed on the MKL website were selected to be the possible research reference objects, their official websites were reviewed.

The research data collection did not apply any restriction on publication date, given that foundational BM concepts and models created and Lithuanian policy and law dates remain essential irrespective of age.

2.4 Framework Development Process

The framework development process is a continuous process in which each stage is logically connected. Stage one is the theoretical foundation building (Chapter 1.1-1.2). In this stage, it is essential to set up the understanding of BM and clarify its conceptual definition and the structure of the BMC for this research. After reviewing multiple BM literature, the research determined the analytical starting point, the definition, and the primary tool to be adapted.

Stage two is to review the existing adaptations on BM (Chapter 1.3-1.4). In this stage, the research systematically reviews how previous scholars have adapted the BM frameworks for non-profit organizations (Sanderse et al., 2020; Kavvadia, 2021; Perić et al., 2020), social enterprises (Sparviero, 2019; Yunus et al., 2010), and sport organizations (Antoldi et al., 2016; Ivašković & Čater, 2018). For each literature, the review identifies the key differences and their relevance to the YBDOs context.

Stage three is the YBDOs organizational characterization and identifying the gap of the research framework (Chapter 1.5-1.5.1). The research characterizes YBDOs as a distinct organizational type. YBDOs are commercially operating, mission-driven sport service organizations. After comparing the existing adaptations, the research identifies common innovations and structural gaps. These are the specific problems the YBDO-BMC is designed to solve.

In stage four, this research details the Block-by-Block YBDO Framework Design (Chapter 3.1-3.2). Each of the ten blocks is referenced with the standard BMC formal definition, the theoretical basis for its design, and implemented in YBDO-specific conceptualization. Block specifications draw on the relevant literature for each dimension of organizational logic. The new "value created" block (block 0) is drawn from Emerson's (2003) blended value theory. The nine retained BMC blocks are adapted to reflect YBDOs' organizational scenarios. Block specifications also reviewed relevant theoretical literature for each dimension to reflect YBDOs' unique organizational characteristics.

Stage five aims to demonstrate the YBDO-BMC through illustrative application and create a practical checklist for YBDO managers (Chapter 3.3 and Annex 1). The framework is applied to a publicly funded YBDO-BMC example and a privately funded YBDO-BMC example. This is to demonstrate that the YBDO-BMC can generate coherent, theoretically grounded organizational portraits across different types of YBDOs. The purpose is not to compare the differences between public and private YBDOs, but to demonstrate that the same framework architecture can analytically accommodate different organizational logics and together they illustrate the framework's analytical range.

Stage 6 is the discussion of the theoretical contributions of the YBDO-BMC (Chapter 4), practical implications, limitations, and future research directions of the research are derived and identified.

2.5 Theoretical Application: The Ideal Type Archetype Examples

One of the most distinctive strengths of the BMC is its capacity to visualize the organization's logic by mapping the connections between key building blocks. Regarding this, the research demonstrates the framework in use, applies the YBDO-BMC to two theoretically constructed archetype examples of Lithuanian YBDOs in Chapter 3.3.

Populating a theoretical framework does not necessarily require direct organizational access and empirical research. Kavvadia (2021) shows that BM can be constructed and surmised from publicly available documents. This approach informs this research's strategy and adopts a similar approach. The archetype is constructed from the institutional characteristics of Lithuanian YBDOs documented in public resources, including the literature, policy documents, websites, and the NVŠ and 1.2% mechanism and MKL public data described in Chapter 1. However, applying the YBDO-BMC to a single named organization would anchor the demonstration too narrowly. The research aims to demonstrate that the YBDO-BMC is a framework universally applicable to all types of YBDOs. The solution is to demonstrate with ideal types (Weber, 1949).

As Weber (1949) proposed, an ideal type is a conceptual construct formed by highlighting the most central and typical characteristics extracted from a variety of real phenomena. An ideal type does not describe any single empirical case, it represents the purest expression of a type. This provides a theoretical reference that can be used to compare, evaluate, and understand actual organizations. It is relevant and ideal for this research, whose objective is to present a framework rather than to describe specific organizational structures.

Chapter 3.3 constructs two ideal type archetype examples—publicly funded YBDO and privately funded YBDO in Lithuania. Both are based on documented public open resources and populated through the YBDO-BMC module. The publicly funded YBDO archetype example is constructed from resources drawing on the ŠMSM and NVŠ basket website, municipal budget allocation documents and reports, and the official website of these YBDOs. The privately funded YBDO archetype example is constructed from the same NVŠ basket documentation and the official website of these YBDOs.

The goal is not to describe what a specific Lithuanian YBDO looks like, but to show that the framework can showcase differentiated portraits of the two major organizational types within the youth development environment. Whether these examples can accurately represent YBDOs is an empirical question that requires validation through future field research. The public-private case in Lithuania is merely used to demonstrate the framework's flexibility, not the comparison of their differences. Future empirical research on the differences is also possible.

2.6 Practical Checklist for YBDO Managers

The ideal type archetypes presented in Chapter 3.3 highlight the most defining characteristics. However, in practice, individual YBDO may combine features from both types or reflect situations not represented in either archetype example. To bridge this gap, this research not only developed a framework but also provides a practical checklist on how to fill the YBDO-BMC for YBDO managers. The checklist translates the analytical framework into a tool by providing guided questions and content options for each block. The options listed under each block reflect observations across Lithuanian YBDOs and the broader youth sports sector, but managers are encouraged to adapt them to reflect their own organization's specific context. The checklist is presented in Annex 1.

2.7 Ethical Considerations

This theoretical research presents minimal ethical risks. No human participants are involved; no personal, sensitive, or confidential data are collected. All materials are open source.

2.8 Limitations of the Theoretical Approach

This theoretical research generates three limitations that need to be acknowledged:

The first limitation is the absence of empirical validation. This research is a theoretical thesis, although the YBDO-BMC has been demonstrated through ideal type application and provides a practical checklist, it has not been empirically validated. Whether the framework accurately contributes and maps the organizational logic of real Lithuanian YBDOs, and whether YBDO managers find it useful and applicable, are empirical questions that the research cannot answer. Future research should address this through semi-structured interviews with YBDO managers.

The second limitation is the theoretical application representativeness. The ideal type archetype examples in Chapter 3.3 are composite representations derived from documented institutional characteristics. As described in section 2.5, they may not capture the organizational diversity within each block. Real Lithuanian YBDOs cannot be fully represented through the archetype examples.

The third limitation is the context specificity of the Lithuanian illustration. The scope of the research is limited. While the YBDO-BMC aims to be designed for universally applicable, the illustrative application in Chapter 3.3 draws on Lithuanian-specific institutional context as demonstration. The third limitation lies in the unique nature of the Lithuanian case. Basketball development systems worldwide may differ in various ways, which could affect the direct applicability of this framework in other national contexts. International empirical validation is considered a future research direction.

Having established the methodology of this research, including the research method, theoretical adaptation design, systematic literature review process, the six-stage of framework development, and the construction of ideal-type archetype examples and practical checklists, the next chapter of this thesis will showcase its main results and contribution—the YBDO-BMC.

3. THE BUSINESS MODEL FRAMEWORK FOR YOUTH BASKETBALL DEVELOPMENT ORGANIZATIONS

3.1 Framework Overview

This chapter presents the research's main result and contribution—the BM framework specifically for YBDOs—which is a ten-component analytical framework designed to help YBDOs reflect, visualize, and showcase how the organization creates, delivers, and captures value (Osterwalder et al., 2005; Osterwalder & Pigneur, 2010).

Each of the ten sections below presents the meaning for YBDOs and the theoretical reasoning for its relevance to YBDOs. The new value created block is positioned at the top of the canvas above the nine commercial blocks, representing the organization's output—the total blended value actually produced by the YBDO. Below it, the framework retains the nine building blocks of the standard BMC (Osterwalder & Pigneur, 2010), representing the organizational machinery through which that value is created, delivered, and captured. Visually, the YBDO-BMC retains the standard BMC logic: the right side captures the customer-facing value creation and delivery architecture; the left side depicts the resource, activity, and partnership infrastructure; and the value proposition at the center links the two sides. Figure 3.1 presents the YBDO-BMC structure.

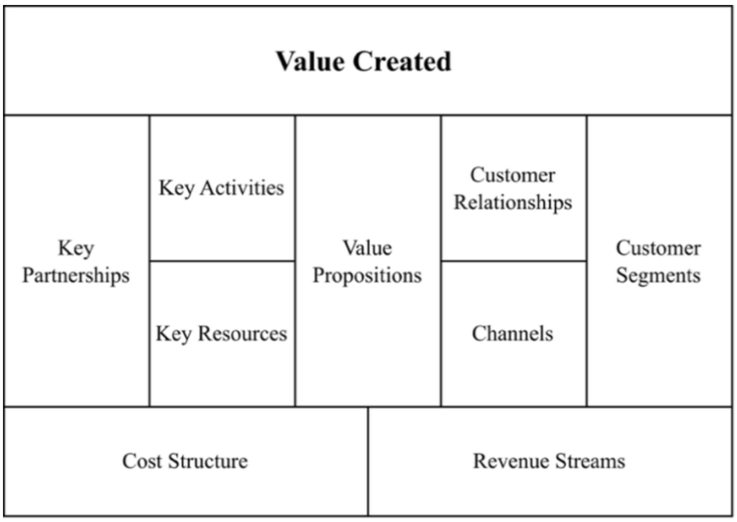

Figure 3.1 The Youth Basketball Development Organization Business Model Canvas **Source:** Adapted from Osterwalder and Pigneur (2010) Created by the author.

The YBDO-BMC is designed for universal applicability to all types of YBDOs. It does not formulate what one YBDO's BM should look like, nor does it assume that organizational structures will conform to a single model. Different YBDOs will populate their ten blocks with different content based on their different resources, market positions, stakeholder relationships, and strategic plans. In Annex 1, this research indicates the YBDO-BMC practical checklist for YBDO managers, providing guided questions and content options to help managers of any YBDO type populate the framework for their own organization.

In section 3.3, two illustrative filled-in examples demonstrate how the complete canvas looks in practice. These examples are provided as reference points, not templates—organizations will draw from the options across both examples depending on their specific mission, funding, and market positioning.

3.2 The YBDO-BMC: Block-by-Block Specification

Following this section, the research explores in detail each block of the developed YBDO-BMC.

3.2.1 New Block 0: Value Created

The value created block represents the primary structural extension for the YBDO-BMC. In this block, a YBDO should justify the total value generated through its operations. The conceptual distinction from the value proposition is that the value proposition (block 2) answers what the organization promises and offers to the customer segment to attract and retain them. The value created block aims to answer what the organization produces for society beyond the customer relationship.

This is theoretically motivated by the concept and logic of blended value (Emerson, 2003), all organizations generate returns through economic, social, and environmental dimensions. YBDOs create more than just financial value, yet the standard BMC's commercial structure cannot fully represent them. From a blended value perspective, the standard BMC captures only the financial proportion of the YBDOs output, while leaving the social and developmental dimensions proportion behind.

There are two main reasons why a dedicated block is required and extended, rather than integrating the non-financial value into the existing value proposition block. First, a value proposition in the original standard BMC is a financial transactional concept—it represents the value an organization promises to deliver to a specific customer segment in exchange for resources (Sanderse et al., 2020). It cannot represent the outcomes an organization generates for society beyond any customers or funders. Second, following this reasoning, while these values are important to the public and society, who is paying for them? If social value is represented solely through the value proposition to government bodies, it disappears from the framework for those YBDOs, whose customers are primarily parents. In order to cover all types of YBDOs, a structural solution for the YBDO-BMC is required that captures blended value independently of any customer relationship.

The value created block is positioned at the apex of the YBDO-BMC, above the nine commercial blocks, to reflect its status as the overarching output of organizational activity. It encompasses three analytically distinct value dimensions. The first is athlete development outcomes: the longitudinal progression of young athletes across skill, physical, psychological, and competitive dimensions, including mental toughness (Pocius & Malinauskas, 2024), positive behavioral skills (Holt et al., 2020; Pocius & Malinauskas, 2025), competition experience, and advancement into higher-level competitive structures. The second is social and community value: outputs that accrue to the broader community, including community cohesion, public health promotion, social integration, and the provision of safe and supervised environments for youth development. The third is sport ecosystem contribution: the supply of developed athletes into higher competition levels, the formation of coaching quality standards, and the strengthening of national talent pipelines.

The distinction between "value created" and "value proposition" is fundamental to the analytical coherence of the YBDO-BMC. The value proposition (block 2) specifies what the organization promises and delivers to identified customer segments to attract and retain them — it is relational and transactional. The value created block specifies what the organization produces for society through its operations—it is output-oriented and mission-driven. This distinction, derived from Sparviero's (2019) mission measurement logic, prevents the organizational assessment pressure that pushes organizations without explicit mission-measurement mechanisms toward purely financial performance indicators.

3.2.2 Block 1: Customer Segment

Organizations may have multiple customer segments to distinguish between diverse user groups and satisfy their specific needs. Osterwalder and Pigneur (2010) noted that distinct customer segments can be created when customers require specific offers, different contacting channels, different types of relationships, or they exhibit significantly different profitability. This reflects the fundamental logic of firms' customer segmentation, those groups that derive value and generate revenue. In the context of YBDOs, the focus was typically on the youth receiving training, but less attention tends to paid to who is paying for them. For YBDOs, the commercial architecture of this block requires reinvention because the ones receiving the service, making the payment decision, and providing institutional funding are wholly distinct, they hold different expectations, and generate different relationships.

Šimkus and Liesionienė's (2009) research on Lithuanian sports schools stated that the "external users" of sports schools are children who play sports and parents of children who play sports, providing foundation of the idea of YBDO's customer segment. Although the primary goal of sports schools is to train high-level athletes, another group has emerged among the customer segment in the business context: the parents of youth participating in sports. Since the services provided by YBDOs are fee-based and children cannot afford them, parents have become a distinct customer segment when they pay for the services provided to their children.

Building upon the existing literature, this research identifies institutional funders such as government bodies or sponsors as additional distinct customer segments. By providing public grants and sponsorship, the public sector and sponsors become customer segments with their distinct expectations and desired value outcomes. Therefore, this research will classify them as separate segments.

Consequently, this research reinterprets the customer segments block by distinguishing four main customer segments: the youth athletes receiving training as beneficiaries; parents as payers; government bodies as institutional funders; and sponsors as institutional funders. Within the youth athletes' segment, they can be further divided into performance-track athletes who pursue high performance levels and recreational-track athletes who seek participation, health, and enjoyment. They can also be categorized by age, gender, and other factors, as each customer segment generates different value proposition requirements. A detailed checklist for different types of customer segments for YBDOs to complete this section can be found in Annex 1.

3.2.3 Block 2: Value Proposition

The value proposition is the reason why customers choose one organization over another; it aims to solve customer problems and meet their needs (Osterwalder & Pigneur, 2010). For-profit firms often attract customers through unique value propositions such as new offerings or added features.

YBDO's core value proposition typically lies in providing structured basketball training and athlete development environment, emphasizing accessibility for all, training or coaching quality, performance improvement, and elite development pathways. However, the specific answer to the value proposition varies significantly among different organizations. For YBDOs, in a real-life context, the value proposition is inherently multi-leveled. It must simultaneously address the needs of different customer segments, the youth beneficiaries' development, the expectations of parents as payers, and the policy and sponsors' objectives of institutional funders where applicable.

Šimkus and Liesionienė (2009) indicated that when asked about YBDOs customers choices on one or another basketball school, the most common answers were the school founder's reputation (34%), the school's high ranking (26%), the high-quality sports facilities (9%), highly qualified coaches (22%), and the availability of activities for children to participate in (9%). For parents as a customer segment, the value proposition extends beyond athletic development.

For government bodies, the value proposition is expressed in terms of policy returns: measurable contributions to participation rates, talent pipeline outcomes, and social integration objectives. Understanding which value proposition a YBDO articulates, and to which segment it is primarily directed, is essential for understanding the organizational and operational logic that follows from it across the remaining building blocks. And the better the organization meets the needs of the customer, the more customers the company will have than its competitors. A detailed checklist for common value propositions for YBDOs to complete this section can be found in Annex 1.

3.2.4 Block 3: Channels

The channel is the link between the value proposition and the customers (Osterwalder & Pigneur, 2004). It describes how the organization reaches and delivers value to the customers. An organization can choose between reaching its customers through its own channels, through partner channels, or through a mix of both. The standard BMC also distinguishes five distinct phases, from awareness to after-sales stages, establishing a lifecycle structure.

Payne and Frow's (2004) research on multi-channel integration emphasized the importance of the channel in customer relationship management. Channel management needs to be examined across the customer lifecycle and developing an appropriate multi-channel strategy is essential to organization seeking effective customer relationship management. This multi-channel perspective is particularly relevant to the YBDO context, as today in a diverse environment, very few businesses rely on only one channel to reach customers. The standard five-phase channel in standard BMC was designed for a transactional service circumstance where a customer proceeds through an acquisition funnel to a purchase. For YBDOs, the challenge is not only the customer acquisition but also the multi-year retention management. The need to convert a prospective participant into an enrolled athlete and retain the athlete's engagement and development across multiple years and successive age groups.

In the YBDOs context, the channel is highly relevant to examine how organizations connect with their customers from stage to stage. Adapting these stages, this research investigates how YBDOs raise awareness about their products and services, help customers evaluate their value proposition, and enroll in their training services. Furthermore, the research explores how YBDOs deliver their value proposition to customer segments and provide post-purchase customer support to retain athletes' multi-year development. In the end, the research conducts the combination of above and identifies the channel mix across awareness, evaluation, enrollment, delivery, and post-enrollment stages for the YBDOs.

In the awareness phase, YBDOs primarily reach potential youth participants and their families through digital platforms and presence, institutional networks, and competition visibility. In the evaluation and enrollment phases, the trial session or open day is a critical channel mechanism, converting awareness into enrollment decisions by providing direct experiential contact with coaching staff, facilities, and training environment. Enrollment process, including the processing of activating NVŠ vouchers, the channel should be convenient and clear for the customer segments to ensure customer experience and minimize their pain points. In the delivery phase, the primary channel is the direct structured training session—the core service and value delivery. Coach-to-athlete and organization-to-parent communication systems supplement the direct training channel.

Lastly, the after-sales stage is crucial as mentioned. Research on athlete development indicates that effective talent and developmental environment require long-term organizational stability, continuity of coaching relationships, and coherent developmental planning structured across multiple years (Henriksen et al., 2010; Martindale & Mortimer, 2011). Research on dropout in youth sport further records the impact of developmental consequences of disengagement from sport training (Battaglia et al., 2024; Fraser-Thomas et al., 2008). As this research focuses on the BM dimensions of YBDOs rather than athlete development, these findings are not elaborated further here. However, they highlight that the developmental effectiveness of a YBDO is significant, making maintaining long-term athlete relationships financially advisable and crucial for the athlete development.

From a channel management perspective, this leads YBDOs to actively manage the post-enrollment channel to ensure continued re-enrollment across age groups, sustaining the organization's ongoing investment in already-developed athletes rather than continuously absorbing the cost and effort of recruiting and developing new youth participants from the beginning. In practice, this requires the development of structured feedback mechanisms—systematic communication with athletes and parents about developmental progress and responsiveness to concerns—that convert satisfied participants into multi-year commitments. A common channel method, as seen in Lithuania's YBDOs, is to have a feedback form system on the website. The organizational and relational dimensions of this retention process are closely bound to the customer relationships block, where the coach-athlete mentoring relationship and parental engagement systems are specified in detail. A detailed checklist for YBDOs' channel mix can be found in Annex 1.

3.2.5 Block 4: Customer Relationships

The customer relationships are the relationship a company establishes with its customer segments, driven by three types of goals: customer acquisition, customer retention, and sales extension (Osterwalder & Pigneur, 2004, 2010). In commercial contexts, customer relationships are often transactional, primarily affected by price and quality. However, in the context of YBDOs, relationships are characteristically long-term and trust based. Vargo and Lusch (2004) argued in their service-dominant logic that value is not embedded in products but is co-created through service interactions between providers and customers. This logic can be seen as a different perspective to view in YBDO's development service model, in which the athlete's developmental outcomes emerge over time from the interactions between coach and youth athlete, rather than from the athlete as a recipient of a predefined product. This research identified three relational dimensions that are particularly significant for YBDOs: the coach–athlete relationship, parental engagement, and the relationship with funders.

The primary relationship in a YBDO is the coach–athlete mentoring relationship, which extends over multiple years of development and involves not merely technical instruction but personal guidance, motivation, psychological support, and mental health care. This relationship is the central mechanism through which the value proposition is delivered, it can also be seen as a key resource and retention driver. Its quality is often the primary determinant of athlete retention and parental satisfaction. As Tarvydas and Ūsas (2024) observed, the quality of coaching staff is among the most important factors in talent development within the Lithuanian basketball context. Vargo and Lusch's (2004) co-creation logic requires active participation from both sides. In the context of YBDOs, it makes sense that without the youth athletes' own commitment, effort, and dedication to the development process, the YBDO cannot deliver its value to them and achieve developmental outcomes. The relationship between coach and athlete along with the interactions among athletes, through shared training, competition, peer motivation, and team dynamics, are all part of the value-co-creation process, contributing to the developmental environment.

Parental engagement is the second analytically significant relationship dimension, including the coach-parent relationship and the organization-parent relationship. As the parent segment is the key decision-makers and payers, their relationship is crucial because it is highly linked to the three goals: customer acquisition, customer retention, and sales extension. In practice, effective parental engagement involves regular and transparent communication through effective customer channels. Institutional funder relationships constitute the third dimension, the focus lies in demonstrating the effective use of their funds and maintaining a strong, long-term relationship of trust. For the government segment, this involves, for example, submitting compliance and performance reports; for sponsors, proactive relationship management through enhancing visibility and documenting impact is ideal. A detailed checklist for YBDOs' customer relationship can be found in Annex 1.

3.2.6 Block 5: Revenue Stream

A company must ask what value each customer segment is truly willing to pay and aim to generate one or more revenue streams from each customer segment (Osterwalder & Pigneur, 2010). In traditional profit leading models, revenue streams primarily consist of priced transactions between the firm and its customers. For YBDOs, especially those operating on a non-profit or public funding basis—this aspect requires significant adjustments because their resource acquisition logic differs fundamentally from commercial companies.

Sanderse et al. (2020) confirm that NPO income logic differs structurally from commercial revenue logic. Therefore, this research reinterprets the revenue stream aspect as a funding logic aspect, encompassing all mechanisms by which YBDOs obtain the funds needed to sustain operations. The organization is accountable to those who contribute these funds and must respond to their expectations and convert them into customers.

For publicly funded YBDOs, their primary funding source is municipal or state government budget, which provides them with a relatively stable financial foundation. In contrast, for privately funded YBDOs, tuition fees account for a significant portion of their revenue, supplemented by corporate sponsorships, merchandise sales, and income from summer camps and other commercial activities. In the case of Lithuania, specific subsidy mechanisms such as NVŠ basket and the 1.2% GPM parama in which the amount of funding is directly determined by the number of enrolled youth participants or registered “donors”, connecting revenue directly to the key activities of attracting and promoting these mechanisms. The specific combination of the revenue of YBDOs varies across organizational types and shapes priorities across different blocks in the YBDO-BMC. A detailed breakdown of revenues and guiding questions for managers can be found in Annex 1.

3.2.7 Block 6: Key resources

Key resources are the organization's most important assets that allow it to create and offer a value proposition, reach markets, maintain relationships with customer segments, and earn revenues (Osterwalder & Pigneur, 2010). They can further be categorized into physical, intellectual, human, and financial resources. Barney’s (1991) research examined the link between resources and sustained competitive advantage in firms, identifying four indicators that can bring sustained competitive advantage: valuable, rare, imperfectly imitable, and not substitutable. Organizations’ resources that can be transformed into competitive advantage need to enable organizational effectiveness and efficiency, not widely possessed by competitors, difficult or costly to replicate, and no strategically equivalent alternative. This block aims to examine existing YBDO’s resources and identify which are advantages and which are easily replaceable.

Trained and certified coaches are YBDO’s most valuable human resource, as they meet all four criteria. They are valuable because coaching quality directly determines the developmental value delivered to youth participants. Excellent coaches are in short supply, as qualified coaches with expertise and experience in youth development and the ability to build strong relationships with athletes are rare. They are difficult to imitate entirely, as the trust and relationship built up through years of working with the same youth athletes’ team cannot be quickly duplicated. Furthermore, they are non-substitutable, as no other resources or technology can substitute an experienced coach. Coach recruitment and retention have become the most significant challenges. In publicly funded YBDOs, coaching staff are employed within the public sector, with stability but limited flexibility. In privately funded YBDOs, coaching staff are attracted and retained through market-rate structures, which are commonly more flexible.

For YBDOs, the key physical resource is sports facilities. Facility access is one of the most significant cost drivers for YBDOs. The ownership or lack of owned infrastructure significantly impacts their cost structure and operational flexibility. Publicly funded ones typically have direct access to municipal sports infrastructure, while private ones must lease facilities or invest in building their own infrastructure, making costs a crucial factor in their financial viability.

Reputation and brand are key intellectual resources for YBDOs, these can also be assessed using the indicators. The reputation of an organization is valuable because it directly influences parents' decision-making and enrolment numbers (Šimkus & Liesionienė, 2009). Not all YBDOs have a strong reputation or are named by superstars. Community reputation is built through years of trust and is not substitutable. Other key resources including accreditation—such as basketball federation registration (Asociacija Lietuvos Krepšinis, n.d.), NVŠ certification (Švietimo, mokslo ir sporto ministerija, n.d.), and MKL eligibility (Lietuvos Moksleivių Krepšinio Lyga, n.d.)—are a prerequisite for institutions to participate in competition, access public subsidies, generate revenue, and enhance the credibility of their value proposition. These resources are not sources of competitive advantage, as they are accessible to any compliant YBDOs, however, a lack of these resources can result in losing their competitive edge. A detailed checklist for YBDOs' key resources can be found in Annex 1.

3.2.8 Block 7: Key activities

Key activities are the most critical actions an organization must take to operate successfully. For YBDOs, their key activities can be divided into two analytically distinct categories to reflect the two key tasks outlined in Chapter 2: delivering value to customers and maintaining the organization's viability. These two structures are similar to the programmatic and fundraising activities distinction in the NPO-BM proposed by Sanderse et al. (2020). This research adapted this logic to reflect YBDOs' specific operational context.

The first category comprises service activities, through these core operational activities, YBDO delivers its value proposition to young athletes. The most essential in this category is training program implementation and management: designing, planning, and executing basketball training programs, physical conditioning, and tactical development for youth athletes across different age groups. Participation in the MKL, participating in games regularly, and competitive performance management lie in the second part of this category. Talent identification and athlete pathway management constitute a third activity in this category, with a direct link for the ecosystem contribution dimension of the value created block.

The second category of key activities is organizational and administrative management. Participant recruitment, enrollment, and retain management are the most financially critical activities in this category. NVŠ basket administration—including certification maintenance, enrollment tracking, voucher processing, and ministry reporting—are all important and relevant to the subsidy revenue generated. Customer relationship management is strategically significant for organizational legitimacy and long-term viability. Stakeholder and community engagement is a key activity area often underestimated in practice: actively managing relationships with parents, local schools, municipal authorities, sponsors, and the community. For all YBDOs, these relationship-building activities are critical drivers of institutional sustainability. A comprehensive checklist for YBDOs' key activities can be found in Annex 1.

3.2.9 Block 8: Key partnerships

Key partnerships are undoubtedly a crucial block, as organizations rely on establishing partnerships to achieve greater benefits. Key partnerships describe the network of external actors who contribute to acquiring resources, reducing risks, and capabilities that complement the focal organization's own capabilities (Osterwalder & Pigneur, 2004, 2010). In this YBDO-BMC, institutional funders have been moved to the customer segments block, therefore this block focuses on the operational partnerships that enable YBDO activities without constituting a primary funding relationship.

For YBDOs, operation heavily relies on formal and informal partnership relationships with governing bodies, educational institutions, facility partners, public authorities, and elite organizations. The ALK constitutes the primary governance and legitimacy partner for all YBDOs. ALK registration and coach certification in Lithuania are prerequisites for competitive participation. The MKL provides the primary competition platform for youth athletes aged twelve to nineteen. MKL not only serves as a competition platform, but it is also where reputation is built, and athlete development pathways are validated. These partnerships are connected to the key resources and key activities blocks.

School and educational institution partnerships enable access to the youth athlete population and attract recruitment and enrollment through school channels. These partnerships are strategically important for all organizational types, but are accessed through different ways. Public YBDOs may benefit from the connection with the municipality and local school, while private YBDOs must maintain these relationships individually and commercially.

Additional partnership categories include facility partners where organizations do not access infrastructure through municipal or school networks. Elite organization partnerships include cooperation with professional clubs, brands, or other YBDOs. They support talent pathway development and coaching quality exchange, further strengthening the value proposition. A detailed checklist for YBDOs' key partnerships can be found in Annex 1.

3.2.10 Block 9: Cost structure

The cost structure describes all the costs incurred in operating an organization (Osterwalder & Pigneur, 2010). For YBDOs, personnel costs including coaching staff salaries, represent a large cost category across both funded types. For publicly funded ones, coaching staff costs are determined by public-sector salary scales and employment structures, and for private ones, coaching costs are market-determined.

Facility costs constitute the second major cost category, whether it is facility rental fees paid to third-party providers, or the maintenance and operational costs associated with owned infrastructure.

As argued in the key resources discussion, this cost has a significant difference between organizational types. Public YBDOs commonly access municipal sports infrastructure at low or zero cost, eliminating one of the highest costs. Private YBDOs need to bear the costs or set up the facilities themselves. Additional cost structure includes equipment, competition and license fees, travel costs, marketing and communication, and administrative expenses. A detailed checklist for YBDOs' cost structure can be found in Annex 1.

3.3 Illustrative Application

Following the methodology presented in section 2.5, this section demonstrates the analytical applicability of the YBDO-BMC by populating it across two ideal type constructed illustrative archetype examples. First, Figure 3.2 demonstrates a publicly funded YBDO-BMC design. Then, Figure 3.3 demonstrates a privately funded YBDO-BMC design.

The purpose of this demonstration is not to establish or describe differences between publicly and privately funded YBDOs. The purpose is to show that the YBDO-BMC framework generates a coherent and organizationally meaningful portrait when applied to each block, and that it does so without privileging either type or requiring structural modification. The two configurations together illustrate the framework's analytical range within the Lithuanian institutional context.

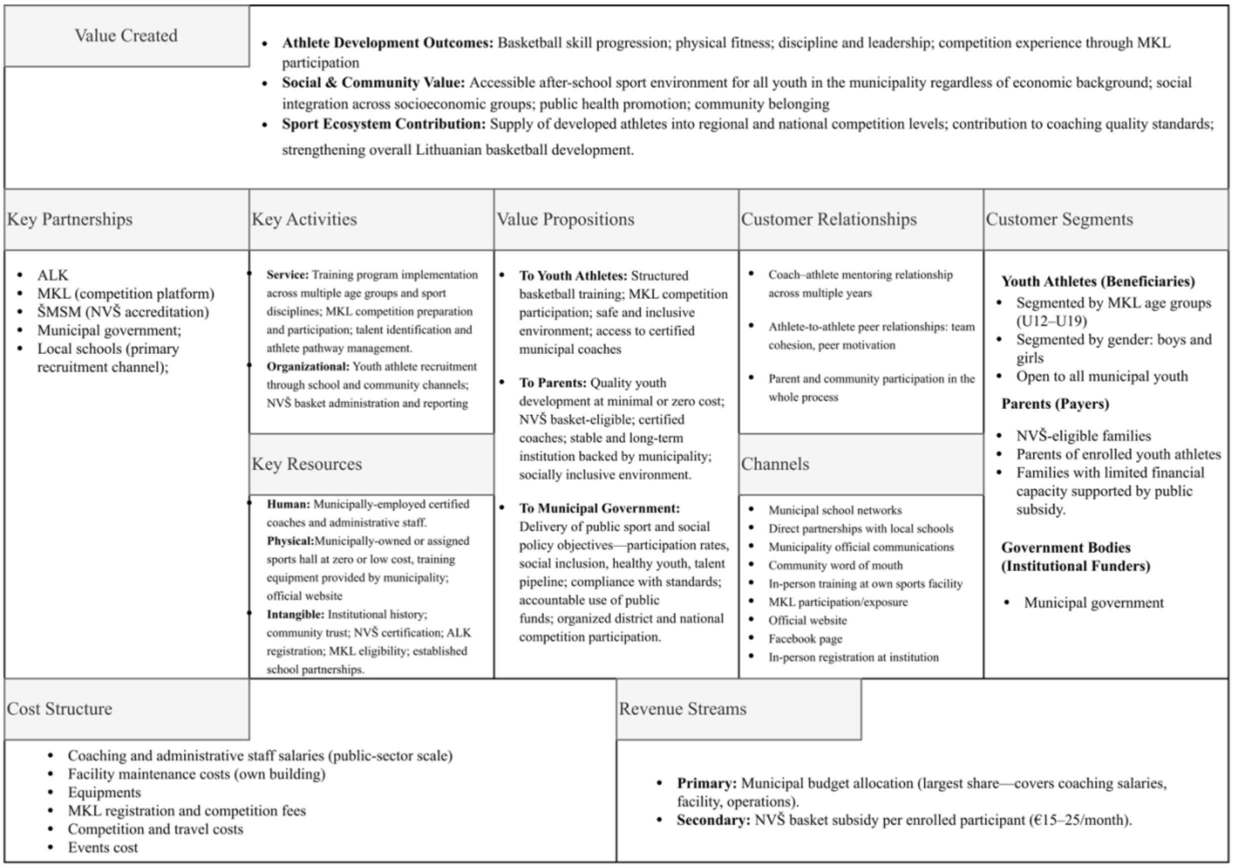

Figure 3.2 The YBDO-BMC of the publicly funded ideal type archetype example **Source**: compiled by the author.

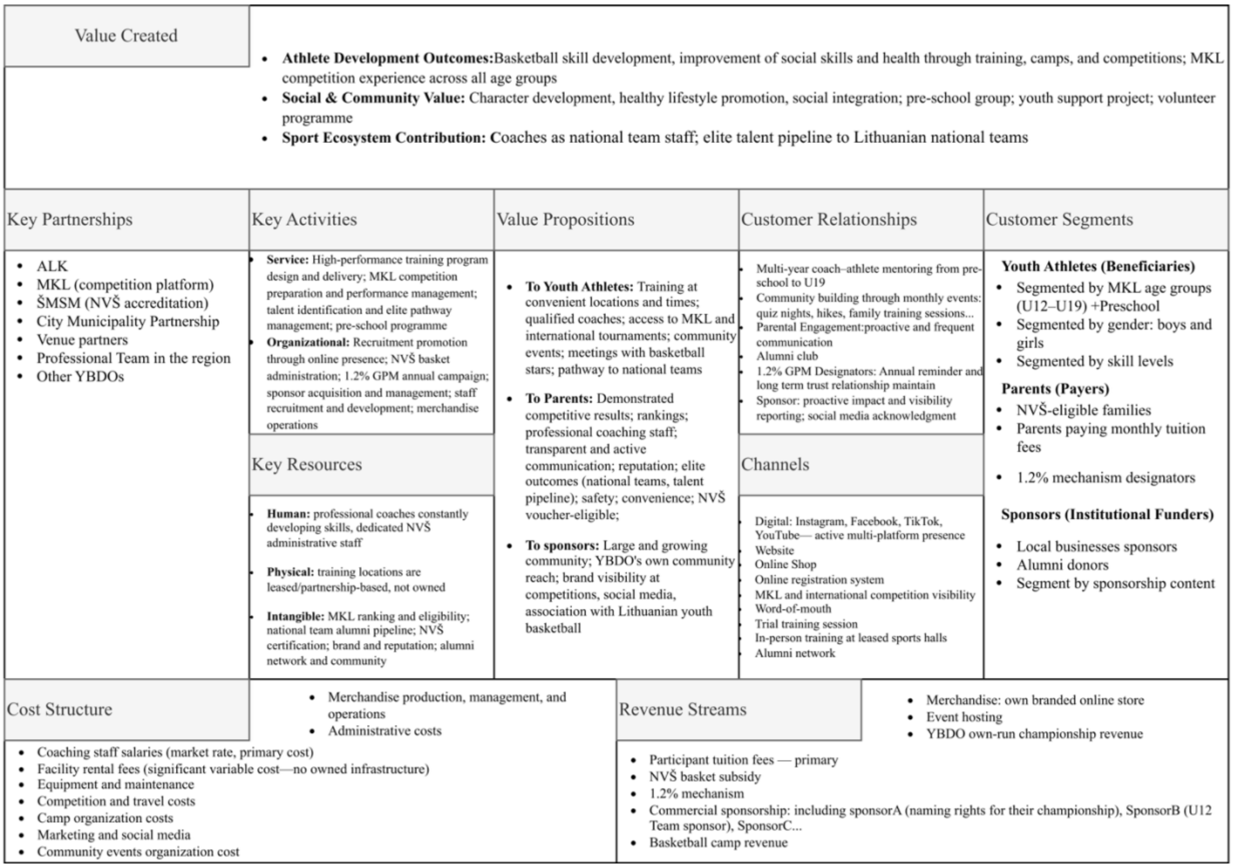

Figure 3.3 The YBDO-BMC of the privately funded ideal type archetype example **Source**: compiled by the author.

4. DISCUSSION

This chapter discusses the theoretical contributions, practical implications, limitations, and future research directions of the research and YBDO-BMC framework.

4.1 Contributions of the YBDO-BMC

The primary contribution of the research is the YBDO-BMC itself, the adapted BMC framework specifically designed for YBDOs. It contributes to the existing literature in three aspects: structurally, the introduction of the new value created block; conceptually, identifying and characterizing YBDOs as a distinct organizational type; and methodologically, the application of ideal type examples to BM framework demonstration.

The new value created block, which captures the total blended value produced by a YBDO across athlete development outcomes, social and community value, and sport ecosystem contributions, is a key innovation. This block captures non-financial organizational output that is analytically invisible in the standard BMC. This responds to Sparviero's (2019) mission measurement paradox. Without a structurally visible output block, organizational assessment tends to lean toward financial performance, whose data is easier to collect and report. Over time, this leads to mission drift. The YBDO-BMC, by placing value created block at the top of the canvas, makes blended value analytically central rather than invisible.

Secondly, the formal characterization of YBDOs as commercially operating, mission-driven sport service organizations. The sport management literature has applied BM thinking to the setting of professional clubs (Di Minin et al., 2014; McNamara et al., 2013) and non-profit multi-sport clubs (Antoldi et al., 2016), but YBDOs have not been theorized as a distinct organizational type with their own BM logic. This research shows that YBDOs' unique characteristics have specific implications for how each of the ten blocks should be populated. Together, these blocks form a coherent analytical portrait of an organization that has been largely overlooked in BM research.

Lastly, in terms of methodological contribution, this research employs Weber's (1949) ideal-type to construct archetype examples based on publicly available institutional resources. This approach demonstrates that the BM framework can be used without the need for empirical research. The illustrative application in Section 3.3 shows that the YBDO-BMC generates portraits for both publicly funded and privately funded YBDO designs, confirming that the framework can represent and complete the answers for both organizational types without modification. This demonstration establishes the YBDO-BMC as a viable analytical tool; however, future empirical testing is recommended.

4.2 Practical Implications

For YBDO managers. The most practical use of the YBDO-BMC is as a self-assessment and strategic planning tool. The block-by-block structure and the practical checklist in Annex 1 enable managers to map their organization's current business model and identify misalignments between blocks. YBDO-BMC also allows them to articulate their organizational logic to internal and external stakeholders in a structured way. Many YBDO managers operate without strategic planning tools, relying on experience and real practice. The YBDO-BMC provides an easy way and common language for organizational reflection.

The value created block gives managers a structured way to document and communicate non-financial outputs, like athlete development outcomes, community contributions, that currently have no exposure or lack of attention in standard reporting. Making this value visible in the framework is a first step toward making it visible in organizational design and stakeholder communication.

Redefining revenue sources as funding logic has another practical implication. Factors such as pricing strategies, government regulations, and the NVŠ basket mechanism all influence revenue and enrollment numbers. This places pressure on institutions to prioritize their target customers, which may or may not align with their developmental mission. Managers who understand these structural connections can make more deliberate strategic decisions, determining when enrollment goals support the mission and when they conflict with it.

For entrepreneurs and new YBDO founders. The YBDO-BMC is not only useful for managers of existing organizations, but it is also relevant and adds practical value for entrepreneurs who are planning to establish a new YBDO. The YBDO-BMC provides them with a structured tool before operations begin. By populating through the ten blocks, individuals can develop a coherent organizational logic before committing resources. For instance, setting customer segments and value proposition to define the market position and the revenue streams and cost structure helps assess financial viability. The checklist in Annex 1 is particularly useful in this context, as it presents concrete content options that a new founder can adapt to their own context. The YBDO-BMC functions not only as an analytical tool for organizational diagnosis but also as a planning tool for organizational design.

For other youth sport organizations beyond basketball. While this research was developed specifically for YBDOs in the basketball context, the logic is not basketball specific. The defining organizational features that motivated the framework, commercial operation combined with developmental missions, blended value generation, and funding-structured organizational behavior are characteristics shared by youth development organizations across many sports. Future research could investigate the transferability of the YBDO-BMC to other sport, potentially contributing to the development of a broader Youth Sport Development Organization BM framework.

4.3 Limitations

The YBDO-BMC carries three limitations that must be acknowledged alongside its contributions.

First, the framework has not been empirically validated through primary data collection with actual Lithuanian YBDOs. The illustrative application in Section 3.3 demonstrates analytical utility through theoretically constructed archetypes, not through direct organizational access. Empirical validation is the most significant next step for the YBDO-BMC research program.

Second, the ideal type archetypes in Section 3.3 represent the purest theoretical expression of each organizational type and may not capture the real diversity within the publicly funded and privately funded categories. Lithuanian YBDOs vary significantly, for instance, a smaller city basketball school and a large capital sports school may both be classified as publicly funded BĮ institutions, yet their organizational realities may differ. The archetype approach, by design, cannot represent this intra-category variation. Future empirical research should attend to this diversity rather than treating organizational type as a binary variable.

Third, the Lithuanian institutional context, while analytically valuable, introduces context-specific features that may not transfer directly to other national settings. The NVŠ basket mechanism, the 1.2% mechanism, and the well-organized MKL competition structure are Lithuanian-specific features. Other European countries with similar Model 2/6 youth basketball development systems may have structurally comparable mechanisms, but researchers and practitioners applying the YBDO-BMC in other national contexts will need to adjust to reflect their own institutional landscape.

4.4 Directions for Future Research

The theoretical research opens several clear directions for future research. The most immediate research priority is empirical validation through semi-structured interviews with Lithuanian YBDO managers. Qualitative research on YBDO-BMC would enable researchers to assess whether the framework accurately maps real organizational logic, if the checklist content options reflect real experience, and whether the framework generates actionable insights in practice. This research should include both types of YBDO and select participants from organizations of varying size and competitive profile to capture within-category diversity. The findings of such research would directly refine the checklist content options and may identify additional YBDO-specific adaptations not captured in the current framework version.

A second direction is cross-national comparative research. Lithuania exemplifies European Model 2/6, which is the dominant structure for youth basketball development across most EU member states (Żyśko & Piątkowska, 2009). Applying the YBDO-BMC in comparable national contexts will be valuable, for example, in Finland, Portugal, or Poland, where youth basketball development systems share similar structural characteristics. Cross-national application would also enable researchers to identify which elements of YBDO BM design are structurally universal and which are institutionally specific, informing both the framework's theoretical scope and the practical adaptation of the checklist for different national settings. Further comparison analysis research is also applicable.

Finally, the YBDO-BMC framework has potential applicability beyond basketball. Youth development organizations in other sports face structurally similar challenges. Extending the framework's application to other youth sports development contexts would test its generalizability and validity, to establish it as a broader analytical tool for youth sports organizations across disciplines would be a valuable future direction.

CONCLUSIONS

This research is based on a practical observation, the YBDOs in Lithuania are typically registered as non-profit organizations, but they operate within the commercial and mission-driven logic while simultaneously generating blended value. Existing BM frameworks, including the adaptations developed for NPOs and social enterprises cannot fully represent YBDOs' organizational characteristics. The standard BMC captures commercial logic but has no mechanism for the blended value that YBDOs generate. The research addresses this gap through four objectives, and four conclusions are drawn.

The first objective was to review relevant BM literature. This research focuses on the BMC framework and its existing adaptations in non-profit and sport organizational contexts, and to identify the specific areas that require adaptation. The review revealed that adapted frameworks for NPOs and social enterprises have introduced relevant conceptual innovations and challenges, regarding social value measurement, their mission visibility, and the complexity of multi-stakeholder structures. The mission measurement paradox is one of the concepts this study explores and aims to address. However, these organizations have different profiles that differ from YBDOs. The review also established that sport BM research concentrated mainly on professional sports organizations, leaving youth sports development organizations analytically unaddressed. The conclusion drawn from this objective is that existing frameworks are insufficient to meet the needs of YBDOs, but they share some common traits that this research can learn from. Specialized adaptations are required to fit the YBDOs context and make blended value creation visible without distorting the business logic.

The second objective was to develop the YBDO-BMC appropriate for analyzing YBDOs, with each adaptation theoretically justified. The YBDO-BMC was developed through a six-stage framework development process, and it extends the standard BMC with one new block added to the top of the standard BMC architecture. This block captures the total blended value across three dimensions: athlete development outcomes, social and community value, and sport ecosystem contribution. This block is independent of any customer transactional relationship, which means it remains analytically visible for both publicly and privately funded YBDOs. The nine existing blocks are retained and adapted to reflect YBDO-specific realities, with the most significant adaptations in the customer segment and the revenue stream block. The customer segments block distinguishes youth athletes as beneficiaries, parents as payers, and government bodies and sponsors as institutional funders, and the revenue streams block was reframed as funding logic. The conclusion from this objective is that the YBDO-BMC was designed and created as a theoretically grounded and structurally coherent analytical framework for YBDOs, resolving the limitations of both the standard BMC and existing adapted frameworks.

The third objective was to demonstrate the analytical utility of the YBDO-BMC. The framework was demonstrated through two ideal type archetype examples. A publicly funded and a privately funded YBDO were constructed from publicly available Lithuanian institutional resources. These demonstrations show that the same ten-block architecture can generate coherent and detailed portraits of both organizational types without requiring structural modification. The conclusion from this objective is that the YBDO-BMC generates coherent and organizationally meaningful portraits across different types of YBDOs, confirming its applicability as an analytical framework for all YBDO organizational types.

The fourth objective was to provide a structured tool and practical implications for YBDO managers and future YBDO entrepreneurs. The practical checklist in Annex 1 translates the analytical framework into an easy-to-navigate operational tool for them, providing guided questions and content options for each of the ten blocks. The block-by-block structure allows managers to map their organization's current BM and display their organizational logic to internal and external stakeholders. The value created block gives users a structured visual way to document and communicate non-financial outputs that have no dedicated place in standard reporting. For new YBDO founders, the framework and checklist function as a planning tool enabling them to design and reflect organizational logic before the operations begin. The conclusion from this objective is that the YBDO-BMC has direct practical utility for both organizational diagnosis and strategic planning across different YBDO types.

In the future, the YBDO-BMC requires empirical validation with real organizations, cross-national comparative testing, and continuous refinement as the environment of youth basketball development continues to change. What this research provides is a theoretical framework that makes the full organizational logic of YBDOs visible, including the blended value they generate for athletes, communities, and national sport ecosystems that no market transaction can fully capture.

RECOMMENDATIONS

Recommendations for YBDO Managers. YBDO managers are the primary target users of the YBDO-BMC framework. It is recommended that managers use this framework for regular self-assessment, review and revise it annually or when significant organizational changes occur, such as changes in funding structure, coaching staff appointments, or competitive marketing positioning. The block-by-block structure and the checklist in Annex 1 enable managers to identify misalignments between organizational blocks.

Managers are encouraged not to evaluate individual modules in isolation, but rather to consider the connection between them and how strategic decisions in one block impact another. For example, if YBDO is seeking to broaden accessibility in the region as part of its value proposition, then changes in youth athletes numbers and participation goals should prompt managers to re-evaluate key resources and activities. Managers may need to reconsider the coach-to-athlete ratio, training group structure, training content, and the allocation of training hours to ensure that service quality and athlete development outcomes align with the intended value proposition.

In addition, it is recommended that managers utilize the “Value Creation” block as a communication tool. Athlete development outcomes, community contributions, and ecosystem impacts should be documented systematically and incorporated into annual reports, stakeholder communications, and grant applications. Regarding revenue streams, managers of YBDOs can review their funding logic against the revenue source options in Appendix 1 and identify potential diversification resources. For instance, the 1.2% mechanism is an underutilized revenue for many YBDOs and requires targeted key activities and strategies to realize its full potential.

Using the framework may help managers identify hidden trade-offs, improve BM design, and support organizational decision-making.

Recommendations for New YBDO Entrepreneurs and Founders. The research recommends that individuals planning to establish a new YBDO use the YBDO-BMC as a pre-operational planning tool before committing resources. Populating all ten blocks enables founders to deliberate on the coherence of their organizational logic, for instance, whether the value proposition is differentiated within the local competitive market. The checklist in Annex 1 provides concrete content options that reduce the barrier to entry for founders without prior strategic planning experience.

Recommendations for YBDO Funders. Public and private funders allocate substantial resources to YBDOs, yet are often unable to fully evaluate the organizational performance. It is recommended that funders use the YBDO-BMC as a lens for understanding the full organizational logic of the YBDOs they support, rather than assessing them solely based on participant numbers, competition results, financial performances, or budget compliance. By reviewing a funded organization's ten blocks, funders can gain a more complete picture of how resources are being converted into value, where organizational vulnerabilities lie, and whether the funded YBDO's strategic orientation aligns with the funder's own objectives.

It is further recommended that blended value indicators, covering athlete development outcomes, social integration contributions, and sport ecosystem impacts, be included in reporting and performance dialogues. This would create accountability structures more aligned with the actual blended value that YBDOs generate.

Recommendations for Future Researchers. It is recommended to validate the framework using empirical research through semi-structured interviews with Lithuanian YBDO managers across both organizational types and different scales. Empirical research should examine whether the framework accurately maps the organizational BM logic and whether the framework generates actionable insights in real practice.

A second recommendation for future research is to apply the YBDO-BMC framework in different national contexts through comparative studies. This would help assess the framework's transferability beyond Lithuania and determine which components represent universal characteristics of YBDOs and which are specific to the Lithuanian context.

Finally, researchers are recommended to explore the applicability of the YBDO-BMC framework to youth development organizations in other sports. The characteristics of YBDOs identified in this research, such as the commercial operation logic and blended value generation, are shared by youth development organizations across various sports. Testing the framework's applicability apart from basketball will contribute to a broader understanding of youth sports development organizations and fill the research gap.

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SUMMARY

The main purpose of this thesis is to develop a BM framework adapted from the Business Model Canvas for Youth Basketball Development Organizations (YBDOs) that maps how these distinct organizations create, deliver, and capture blended value across their commercial and mission-driven dimensions. YBDOs occupy a distinctive position in the sports landscape with growing importance in European sports systems. They generate substantial non-financial value—athlete development outcomes, community impacts, and national ecosystem contributions—that market transactions cannot fully capture and no existing business model framework can fully represent.

The aim of this research is to develop a comprehensive and theoretically grounded framework capable of capturing the unique characteristics of YBDOs within the Lithuanian and broader context worldwide. The research pursues four objectives: reviewing existing BM literature and identifying gaps; developing the YBDO-BMC with theoretically justified adaptations; demonstrating its analytical utility through ideal-type archetype examples; and providing a structured practical tool for YBDO managers and founders. The research is a theoretical research that employs a conceptual framework development methodology based on abductive reasoning and systematic literature review.

The main result is the YBDO-BMC: a ten-block framework extending the standard BMC with one new "Value Created" block. The framework was demonstrated through two ideal type archetype examples of publicly and privately funded YBDOs in Lithuania. A practical checklist for YBDO managers and recommendations are provided.

Keywords: Business model canvas; business model; youth basketball development organizations; blended value; framework adaptation; Lithuanian basketball

SANTRAUKA

Pagrindinis šio darbo tikslas – sukurti verslo modelio kanvos pagrindu pritaikytą verslo modelio sistemą jaunimo krepšinio plėtros organizacijoms (YBDO), kuri atspindėtų, kaip šios organizacijos kuria, teikia ir užfiksuoja mišrią vertę tiek komercinėje, tiek misijos vykdymo srityse. YBDO užima išskirtinę padėtį sporto srityje ir tampa vis svarbesnės Europos sporto sistemose. Jos sukuria didelę nefinansinę vertę – sportininkų ugdymo rezultatus, poveikį bendruomenei ir indėlį į nacionalinę ekosistemą – kurios rinkos sandoriai negali visiškai atspindėti ir kurios nė viena esama verslo modelio sistema negali visiškai pavaizduoti.

Šio tyrimo tikslas – sukurti išsamią ir teoriniu pagrindu paremtą sistemą, galinčią atspindėti unikalias YBDO savybes Lietuvos ir platesniame pasauliniame kontekste. Tyrimas siekia keturių tikslų: peržiūrėti esamą verslo modelių literatūrą ir nustatyti spragas; sukurti YBDO-BMC su teoriškai pagrįstais pritaikymais; parodyti jo analitinę naudą per idealaus tipo archetipų pavyzdžius; ir pateikti struktūrizuotą praktinį įrankį YBDO vadovams ir steigėjams. Tyrimas yra teorinis, kuriame naudojama koncepcinės sistemos kūrimo metodologija, pagrįsta abdukciniu mąstymu ir sistemine literatūros apžvalga.

Pagrindinis rezultatas yra YBDO-BMC: dešimties blokų modelis, išplečiantis standartinį BMC vienu nauju „Sukurta vertė“ bloku. Modelis buvo pademonstruotas per du idealaus tipo archetipų pavyzdžius – viešosiomis ir privačiomis lėšomis finansuojamas YBDO Lietuvoje. Pateikiamas praktinis kontrolinis sąrašas YBDO vadovams ir rekomendacijos.

Raktažodžiai: Verslo modelio kanvas; verslo modelis; jaunimo krepšinio plėtros organizacijos; mišri vertė; modelio pritaikymas; Lietuvos krepšinis

ANNEX

ANNEX 1: Practical Checklist for YBDO Managers

Block	Guided Question	YBDO-BMC content options
Value Created	• **What values and outcomes do your organization produce for the youth athletes?** • **What value does your organization generate for the broader community — including people who are not your direct customers?** • **How does your organization contribute to the Lithuanian basketball ecosystem and national talent pipeline?**	**Athlete Development Outcomes** ☐ Basketball skill progression ☐ Physical fitness ☐ Healthy lifestyle habits ☐ Mental toughness ☐ Competition experience ☐ Leadership ☐ Progression into higher level team ☐ Life skills ☐ Positive youth development **Social & Community Value** ☐ Community belonging ☐ Peer relationships ☐ Social integration ☐ Public health promotion ☐ Safe and supervised environment during after-school hours **Sport Ecosystem Contribution** ☐ Players progressing through MKL ☐ Entering higher competition levels ☐ Coaches trained ☐ Coaches certified ☐ Improve coaching quality ☐ Talent identification ☐ National talent development

		☐ Strengthening overall Lithuanian basketball development.
Customer Segments	• **Who directly receives the service the organization provides?** • **Who makes the enrollment decision, and who pays for the service?** • **Who provide funding or resources to the organization?**	**Youth Athletes (Beneficiaries)** ☐ Performance-track athletes: competitive orientation, pursuing elite development pathways ☐ Recreational-track athletes: participation, health, and enjoyment focus ☐ Segmentation by MKL age group: U12-U19, preschool ☐ Segmentation by gender: boys and girls ☐ Segmentation by skills or ability: beginner vs. advanced **Parents (Payers)** ☐ Parents of enrolled youth athletes ☐ NVS-eligible families as a distinct sub-segment utilizing education vouchers ☐ Parents of elite-track athletes with high quality and result expectations ☐ Parents of recreational-track athletes prioritizing safety, accessibility, and personal development ☐ 1.2% mechanism designators **Government Bodies (Institutional Funders)** ☐ Municipal government **Sponsors (Institutional Funders)** ☐ Segmentation by different expectation ☐ Segmentation by sponsorship amount

Value Proposition	• **What specific services does the organization offer to youth athletes that make them choose you?** • **What do parents value most when selecting the organization for their child?** • **What product/service does the organization's funder expect in exchange for its financial support?**	**Youth Athletes** □ Structured basketball training, skill and tactical development □ Competition opportunities ■ participate in regional games ■ participate in national games ■ participate in international games □ Medical-health related services ■ physical development ■ sport science ■ injury prevention □ Welfare services ■ safe environment ■ sense of belonging, enjoyment ■ peer community □ Innovative services ■ technology application ■ performance data tracking ■ video analysis □ Access to basketball stars and events □ Education and additional services ■ positive behavioral ■ psychological development ■ language courses **Parents** □ Athletic development for their children □ Positive behavioral and psychological development □ Safe environment □ Qualified coaches □ Qualified staffs □ Organizational reputation □ Competitional results □ Price and discount □ NVŠ basket voucher-eligible □ Location

		☐ Transparent communication ☐ Active parental engagement ☐ Institutional reputation (history) ☐ Institutional reputation (alumni) **Government Bodies** ☐ Measurable delivery of policy objectives ■ participation rates ■ enrollment volumes ■ social inclusion ■ talent pipeline ■ efficient use of public resources **Sponsors** ☐ Access to the targeted audience ■ youth athletes ■ families ■ audiences ☐ Brand visibility at competitions, events, and organizations channel; and local community engagement and connection
Channel	• **How do the customers first learn about the organization?** • **How do the customers evaluate whether the organization is the right fit for them?** • **How do the customers enroll and pay to the organization?** • **How do the organization deliver the service (primarily training**	**Awareness Channel** ☐ Online presence ☐ Social media ☐ Website ☐ School outreach ■ presentations at local schools ☐ Community exposure ■ municipal communication ■ MKL competition visibility ■ word of mouth. **Evaluation Channel**

	service) and maintain ongoing communication with the customers? • **How do the organization provide post-purchase customer support and retain customer?**	☐ Trial sessions ☐ Open days ☐ Facility visits ☐ Coaching certifications display ☐ Competitive results ☐ Online website with information. **Enrollment Channel** ☐ Registration access ■ website with contact information ■ form with contact information ■ in person registration possibilities ☐ NVŠ voucher acceptance and administration **Delivery Channel** ☐ In person training sessions delivery ☐ In person competition participation ☐ Competition information distribution ■ social media ■ website ■ group messages ☐ Coach-to-athlete communication ■ in person ■ group messages ☐ Parent communication ■ in person ■ group messages **Retention/Progression Channel** ☐ Multi-year development planning ☐ Age-group transition management ☐ Feedback system ☐ Talent pathway communication

		☐ Alumni engagement.
Customer Relationships	• **What kind of relationship do coaches build with youth athletes?** • **How does your organization maintain positive and ongoing relationship with parents?** • **What relationships exist with government funders or sponsors?**	**Coach-Athlete Mentoring Relationship** ☐ Long-term, trust-based developmental relationship extending across multiple competitive seasons ☐ Technical instruction supplemented by personal guidance, motivation, and psychological support ☐ Coach continuity across age groups as a primary driver of athlete retention ☐ Athlete-to-athlete peer relationships: team cohesion, peer motivation, value co-creation through shared training ☐ Structured development tracking: individual progress reviews aligned to age-group milestones **Parental Engagement** ☐ Regular and transparent progress communication (messaging groups, email updates, parent meetings) ☐ Annual or seasonal parent information evenings covering program plans and competitive schedule ☐ Individual consultations for parents of elite-track or underperforming athletes ☐ Open training days and end-of-season events strengthening community belonging ☐ Responsiveness to concerns and feedback as a primary retention driver for the parent segment

		Institutional Funder Relationships **Government** ☐ Reporting ☐ Enrollment tracking ☐ Annual performance reviews ☐ Participation statistics **Sponsors** ☐ Proactive impact reports ☐ Event invitations ☐ Social media acknowledgment ☐ Website acknowledgment **1.2% Mechanism Designators** ☐ Annual campaign communication ☐ Transparent fund usage reporting ☐ Community engagement
Revenue Streams	• **What is the organization's primary source of operating revenue?** • **Which revenue sources are linked to enrollment volume, and which depend on other factors?** • **Is the organization NVS-certified? How does the voucher mechanism affect enrollment?** • **Is the organization eligible for 1.2% mechanism designations?** • **What additional revenue streams diversify the funding base?**	☐ Municipal budget allocation ☐ National project grants ☐ EU project grants ☐ NVŠ basket (€15–25 per enrolled student) ☐ Participant tuition fees ☐ Group training fees ☐ Individual training fees ☐ Corporate sponsorship ☐ Donation ☐ Basketball camp revenue ☐ Basketball event revenue ☐ Birthday event revenue ☐ Summer camps ☐ Coaching clinics ☐ Tournaments revenue

		☐ Specialized training events revenue ☐ 1.2% Personal Income Tax Designation ☐ Merchandise sales revenue ☐ Venue rental
Key Resources	• **What resources are needed and most critical to delivering organization's services?** • **What human resources are needed to deliver organization's services?** • **What physical infrastructure does your organization depend on?** • **What intangible assets enable your organization to attract and retain participants?**	**Human Resources** ☐ Trained and certified coaching staff ☐ Administration and management staff ☐ Volunteers **Physical Resources** ☐ Municipal sports hall access ☐ Leased commercial facility access ☐ Owned facility ☐ Training equipment ☐ IT infrastructure: website, registration system, communication platforms **Intangible Assets** ☐ Competitive track record ☐ Ranking ☐ Community trust ☐ Reputation ☐ Brand ☐ Named by superstar ☐ NVŠ certification ☐ ALK registration ☐ MKL eligibility ☐ Community Networks ☐ Relationships with local schools ☐ Network of alumni ☐ Media and public relations
Key Activities	• **What service activities deliver value to customers?**	**Service Activities** ☐ Training program design and planning ☐ Training program implementation ☐ Physical conditioning

	• **What organizational activities sustain financial viability?** • **How do you manage the progression of athletes?** • **What administrative and relationship management activities are required to sustain operations?**	☐ Tactical development ☐ Individual coaching planning ☐ MKL competition preparation ☐ Competition performance management ☐ Talent identification ☐ Athlete pathway management ☐ Athlete performance management ☐ Video analysis ☐ Performance review sessions ☐ Coach-athlete relationship development ☐ Pastoral care **Organizational and Administrative Management Activities** ☐ Youth athlete recruitment ☐ Youth athlete enrollment management ☐ Youth athlete multi-year retention management ☐ NVŠ basket administration ■ certification ■ voucher processing ■ ministry reporting ☐ 1.2% Mechanism promotion ■ website promotion ■ social media promotion ■ direct communication ■ alumni network, community promotion ■ campaign design ☐ Sponsor acquisition ☐ Sponsor contract management ☐ Sponsor impact reporting

		☐ Financial planning, budgeting, grant application writing, and reporting ☐ Coaching staff recruitment ☐ Coaching staff professional development ☐ Human resource training, and performance management ☐ Stakeholder relationship management ☐ Customer relationship management
Key Partnerships	• **Which external actors can contribute for the organization in acquiring resources, reduce risks, and capabilities complement?** • **Which organization partnerships strengthen the organization's value proposition?** • **Which organization partnerships are essential for legitimacy and competition access?** • **Which institutional partnerships enable participant recruitment?**	Governing Bodies and Public Authorities ☐ Lithuanian Basketball Association (ALK) ☐ Lithuanian Schoolchildren Basketball League (MKL) ☐ Ministry of Education, Science, and Sports (ŠMSM) ☐ Municipal government Educational institutions ☐ Local schools Facility partners ☐ Facility in the region Elite organizations ☐ Professional clubs ☐ Brands ☐ Other YBDOs

Cost Structure	• **What are the largest cost categories?**
	• **Are the organization's costs primarily fixed or variable?**
	• **Does the organization operation under a budget-constrained or cost-recovery logic?**
		☐ Personnel costs
		  ☐ coaching staff salaries
		  ☐ administrative staff salaries
		☐ Facility costs
		  ☐ rental fees for court time
		  ☐ maintenance of facilities
		☐ Equipment and consumables
		  ☐ basketballs
		  ☐ training Equipment
		  ☐ uniforms
		☐ Competition and license fees
		  ☐ MKL registration
		  ☐ tournament entry fees
		☐ Travel costs
		☐ Event organizing costs
		☐ Camp organizing costs
		☐ Marketing and communication fee
		  ☐ website, social media, printed materials
		☐ Administrative expenses
		☐ Insurance and legal compliance costs