

# The Universal Transformational Management Framework (UTMF)

## Facilitating entrepreneurship in and through sport to leave no one behind

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### Abstract

**Purpose** – The purpose of this paper is to present the development and validation of the Universal Transformational Management Framework (UTMF), an entrepreneurial tool that guides the development of inclusion-driven strategic management, planning and practice in sport organizations.

**Design/methodology/approach** – A range of qualitative data collection techniques was undertaken in this action research: seven cross-sectoral semi-structured interviews; one focus group with sports professionals; a qualitative survey and research group consultations. A matrix analysis, a thematic analysis and secondary research were undertaken to analyze data.

**Findings** – The UTMF is a staged framework that embeds principles of behavioral, organizational and transformative change theory, guiding strategic development toward inclusion from a contemplation phase toward an action and maintenance stage. The UTMF is composed of 14 fundamental components identified as key areas that sport entrepreneurs should recognize and address for planning and delivering sport services that leave no one behind.

**Practical implications** – Policy makers, management and sport professionals have at their disposal an inclusion-driven framework that challenges their systems and establish mechanisms to leave no one behind.

**Social implications** – Organizational transformation can ultimately produce a contagion effect advancing equality and inclusion in society. The UTMF offers a structure for sport entrepreneurs aiming to facilitate and activate social transformation in and through sport.

**Originality/value** – The UTMF is a wide-ranging framework to facilitate an orchestrated transformation of sport organizations in order to provide universal services that include marginalized groups and address global challenges identified in intersectional agendas like the SDGs.

**Keywords** Organizational change, Innovation, Inclusion, Sport entrepreneurship, Strategic development, SDGs, Management tool, Policy tool, UTMF

**Paper type** Research paper

### 1. Introduction

The sport sector is large, dynamic and one of the most globalized industries in the world (Ratten, 2012). The increasing relevance of sport in society serves as an ideal scenario to start entrepreneurial initiatives to generate social change as well as profitable benefit (Hayduk and Walker, 2018.) There is a growing interest in the combination of sport and social entrepreneurship, yet research in this specific area is limited (Bjärsholm, 2017).

Ratten (2012, p. 66) defines sport entrepreneurship as “the mindset of people or organisations actively engaged in the pursuit of new opportunities in the sports-context.” The latest global and sport-specific policy developments can support sport entrepreneurs to have a better understanding of the current trends and circumstances influencing the sport sector. Dutta and Crossan (2005) uphold that entrepreneurial opportunities stem from a set of environmental conditions that lead to new products or services. In the last years, an increasing amount of global public policies related to social inclusion in and through sport were developed, thus, encouraging entrepreneurial endeavors to advance this area.

In 2015, the United Nations General Assembly, with the support of governments, made a historic call for action related to people, the planet and prosperity, by adopting the Agenda 2030



for Sustainable Development (United Nations, 2015). The Sustainable Development Goals (SDGs) are a set of 17 wide-reaching goals and 169 targets that aim to address the most pressing challenges for humanity and the planet. The SDGs replaced the Millennium Development Goals (United Nations General Assembly, 2000), an international development agenda that set global goals with a deadline of 2015. Despite its chronological relation and maintained efforts to complete the original goals, the SDGs differ in terms of purpose, conception, and the political process that drove their elaboration (Weber, 2017; Fukuda-Parr, 2016).

In the preamble of the Agenda 2030 (United Nations, 2015) a clear commitment is outlined:

We are resolved to free the human race from the tyranny of poverty and want, and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

This paradigm shift toward “leaving no one behind” is a multidimensional agenda that aims to address the systemic deprivation and unequal access to resources by marginalized populations (Stuart and Samman, 2017). This approach acknowledges the heterogeneity of population groups, yet, in practice, requires identifying the ones who are being left behind and involve them from the beginning of the process (Klasens and Fleurbaey, 2018). Some researchers have explored these phenomena and provided evidence of challenges experienced by these groups, for instance, women (Stuart and Woodroffe, 2016); indigenous populations (Magni, 2017); and people with disabilities (Owuor *et al.*, 2017; Grech, 2016).

Social inclusion can be considered a “wicked issue” (Rittel and Webber, 1974) and for dealing with this type of societal challenge, policies should be presented in a way that they are manageable for entrepreneurs, companies and government agencies (Boon and Edler, 2018). The principle of supporting the most disadvantaged is grounded in the Universal Declaration of Human Rights (UN General Assembly, 1948) and the United Nations Charter (United Nations, 1945). Leaving no one behind is a call for action to address Article 1 of the UDHR, which states that “all human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act toward one another in a spirit of brotherhood.”

Sport and sport values are entrenched in many aspects of our society and, therefore, global contemporary issues such as social exclusion, are present in sport organizations and practice (Houlihan and Malcolm, 2015). The human rights responsibilities in sport are ubiquitous from the Olympic Games to grassroots levels sports organizations. Likewise, the Olympic Charter (International Olympic Committee, 2017) and Olympic values have a permeating impact on sporting organizations and sports policy internationally.

The sport sector has been attentive to the development of the SDGs and proactive to strengthen the linkages between sport policy development and the SDGs. In July 2017, the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI) took place in Kazan. This event marked a shift from declaration of policy intent toward measurable action. Consequently, the conference agreed on a plan of actions, to which the ministers committed, which is structured around three main policy areas: developing a comprehensive vision of inclusive access for all; maximizing the contributions of sport to sustainable development and peace; and protecting the integrity of sport.

The Kazan Action Plan (UNESCO, 2017) arose as a key output and reference policy document for mobilizing resources and capacities of intergovernmental organizations, governments and the other important stakeholders in the fields of sport, physical education and physical activity. This contains a follow-up framework, which is instrumental in five areas: creating a shared vision; mobilizing action; measuring progress; exchanging knowledge; and providing evidence of the role of sport and physical activity as an enabler of

sustainable development. The report of the Secretary-General, “Strengthening the global framework for leveraging sport for development and peace” presented during the 73rd session of the UN General Assembly (2018), positions the Kazan Action plan as a pivotal instrument to advance action in the sports and human rights agenda, alongside the global action plan on physical activity (GAPPA) 2018–2030 (World Health organization, 2018).

The advancement of inclusion and mainstreaming diversity is one of the key policy areas identified in the Kazan Action Plan, “developing a comprehensive vision of inclusive access for all,” but also in other sectoral policy documents: the New Urban Agenda (UN-Habitat III, 2016) leans on “Sustainable and inclusive urban prosperity and opportunities for all” as a key pillar; Actions 1.4 and 2.1 of the global action plan on physical activity 2018–2030 and many articles of human rights treaties such as the convention on the rights of persons with disabilities (Article 30.5) and the convention on the elimination of all forms of discrimination against women (10 g and 13c) safeguard access to sport and physical activity.

Fayolle *et al.* (2010) define entrepreneurial orientation as a mix of cultural, strategic and organizational dimensions. The cultural apprehension of human right values, alongside a shift toward social inclusion led by societal demands and political willingness, invites sport entrepreneurs and organizations to innovate and embrace change in their practice. In other words, it demands being more entrepreneurial (Ratten, 2018). How can entrepreneurs, sport organizations and public authorities leverage their resources to advance social inclusion in and through sport? Is there a tool available for entrepreneurs to guide organizational development founded on the acknowledgment of diversity and inclusion? This paper presents the Universal Transformational Management Framework (UTMF), a validated conceptual framework that uses an entrepreneurial approach to inclusion for driving innovation in sport organizations.

## 2. Methodology

The development and validation of the UTMF started from its earlier depiction as the 7P model (philosophy, places, policy, process, people, promotion and programs), a pedagogical tool with its roots in the Health and Leisure Department at the Institute of Technology Tralee. This framework was developed to help undergraduate students elucidate the intricacy of practice involved in the delivery and evaluation of community-based sport. The UNESCO Chair research center, based in the Institute of Technology Tralee, examined this construct with local experts in management disciplines and reached out to a range of national and international partners and stakeholders to contribute to its development and validation. The development and validation of the UTMF used mainly qualitative research methods and pursued two objectives: to examine and validate the coherency and usefulness of the UTMF for inclusive organizational development; and to bring conceptual clarity to each element of the framework.

### 2.1 Instruments

The research methodology was designed following the epistemological approach of action research. Hence, the methods used to develop and validate the UTMF are mainly qualitative. These are the data collection techniques used:

- (1) One focus group consisting of professionals from the Health and Leisure department of a third level of educational institute. The purpose of the focus group was to examine the usefulness and coherency of the first version of the UTMF. For this reason, three health and leisure professionals with backgrounds as sport managers were consulted. The participants were asked about their understanding of each of the UTMF elements. The participants were also given the opportunity to express their opinion on the coherency of the framework and, if appropriate, they could suggest new elements.

- (2) The seven cross-sectorial semi-structured interviews were undertaken with the aim of examining the coherency and validity of the UTMF from the perspective of allied sector professionals, with experience in management. Each participant was asked an identical set of questions, although the sequence of questions varied or were rephrased if they were misinterpreted.
- (3) A qualitative questionnaire of twelve open-ended questions was designed with the purpose of examining the validity and application of the 14 elements of the UTMF. The participants were selected through a process of convenience sampling, distributing the questionnaire in a workshop led by the research group during the European Congress of Adapted Physical Activity in 2014.
- (4) Research group consultation: Individual and group meetings with a sector skills and knowledge alliance group of researchers and professionals.

### 2.2 Participants

A referral sampling was used to recruit participants for the interviews ( $n=7$ ) and focus group ( $n=3$ ). Participants interviewed had over five years of experience in different management disciplines: Business development, marketing, entrepreneurship, youth development and standards bodies. Participants of the focus group had 5 to 15 years of experience in fitness sector and/or sport management.

Regarding the qualitative questionnaire, participants were selected through a process of convenience sampling, distributing the questionnaire in a workshop led by the research group during the European Congress of Adapted Physical Activity in 2014.

### 2.3 Procedure

An initial desk research reviewing cross-sectorial literature on scientific fields such as service quality models (Parasuraman *et al.*, 1985; Cheng *et al.*, 2012); customer satisfaction in health and fitness centers (MacIntosh and Doherty, 2007; Barros and Gonçalves, 2009; Fernández *et al.*, 2014) and perceptual phenomenology (Nanay, 2012), revealed the need to expand the construct. The 7P model became the 8P model with the integration of a new element – perception. The expansion of the model was a direct consequence of broadening the scope of action of the 7P model and aimed to make the model more inclusive.

At this stage, the 8P framework (philosophy, places, policy, process, people, promotion, programs and perception) was established and it was put out to consultation. During the validation cycle, seven cross-sectorial semi-structured interviews with managerial professionals and one focus group were conducted; furthermore, a questionnaire was distributed among adapted physical activity professionals; alongside secondary research.

The thematic analysis was implemented with N'VIVO, a qualitative analysis research tool that facilitates the analysis of unstructured data coming from the interviews, focus group and questionnaires. The analysis identified thematic areas that underpinned the precursor version of the UTMF and also elucidated management principles that need to be acknowledged in order to enhance universal services. Thus, the coherency and conceptual clarity of the elements were affirmed. Desk research, including mainly peer-reviewed articles and books, was undertaken in parallel to bring clarity and build a robust theoretical foundation to the eight elements.

The 8P framework was considered action oriented. Therefore, it was not adequate to explain the entire process of change toward inclusion for an organization (Prochaska *et al.*, 1994). As a matter of fact, there might be organizations that have not yet envisaged the need to be inclusive. It can alternatively be the case that an organization has considered transforming its current practice in order to offer universal services, yet changes have been

implemented in different organizational areas without a coherent vision. For this reason, the research team recognized that some organizations would lack the readiness and commitment to engage wholly with the initial eight elements. It was necessary to find some factors to support the action-oriented elements. This led to a further desk-based research for new components which would complete the framework.

The research group discussed behavior change theory (Dolan *et al.*, 2010), transformational leadership (Northouse, 2018) and organizational sustainable development (Millar *et al.*, 2012). It was agreed that the transformative process could not automatically assume readiness for action and that preliminary explorations, for the purposes of consolidating the actions to come, would be necessary to lay strong foundations for the coming action stages. This is akin to the processes of precontemplation and contemplation in the aforementioned Prochaska *et al.* model. This preliminary process embedded the transformative processes needed for effective organizational change, that was in alignment with sustainable development. Further exploration and analysis by the two research centers, determined that an assumption that organizations and their staff were ready to embrace change without having considered fully the reasons and justifications for the change or in having an understanding of what that change would look like for the organization and the population it serves was considered to be a weakness in the action orientation of the eight elements defined. The UTMF needed to support the articulation of existing societal needs into organizational demand and, at the same time, create a system to mobilize resources to address the global challenge of social inclusion (Boon and Edler, 2018). In this sense, these eight elements (philosophy, places, policy, process, people, promotion, programs and perception) without a comprehensive plan of enactment that addressed operational, fiscal and evaluation measures were considered to be a potential pitfall. It was concluded that six elements (verification, value proposition, vision, implementation, impact and innovation) that one of the research centers were using as a strategic planning guide and as sustainability and innovation tools may comprise the missing elements and produce a fully comprehensive framework.

After further discussion and further expert validation activity among the research group members, these six elements were added in order to accommodate the different stages of change where an organization can be regarding inclusion and to guarantee a sustainable implementation of the organizational transformation. A desk research exercise contributed to bringing clarity to these six new elements and gave completeness to the framework.

### 3. Results and discussion

#### 3.1 Matrix analysis

Matrix analysis was undertaken to examine the cross-linkages between the UTMF elements. This analysis was conducted on data generated by seven experts interviewed, whereby one of the participants mentioned one of the 8Ps while describing one of the components of the framework, it was considered that a link was established. Miles *et al.* (2014) support the use of matrix and network displays as they help to condense major data and contribute to represent the findings visually.

All participants outlined their understanding of each of the 8Ps – philosophy, processes, policies, people, promotion, perception, programming and places – and by doing so, they were defining and describing each of the elements.

Figure 1 shows the linkage between the eight elements.

The main findings of this analysis are the following:

- (1) People are the only element that relates with all the other Ps. Then it stands out as the most important element in the framework. For this reason, people should be considered to be placed at the core of the framework.

- (2) Philosophy emerged also as a prominent element in the consultation.
- (3) All the elements relate to at least two other components. This fact indicates that there is an interaction – directly or indirectly – between all 8Ps. This idea reinforces the notion that the framework represents a holistic approach to organizational practice.
- (4) There are some elements that are linked with external variables that were not considered in the 8Ps. For example, philosophy and policies have been repeatedly linked with “vision.” On the other hand, promotion was linked with “sustainability.” Therefore, these identified the need to consider other factors in this model.

### 3.2 Thematic analysis

The discussion of the thematic analysis of the focus group, interviews and questionnaires will be presented in this subsection. Seven themes were identified as key elements to be considered by an sport organization that aims to provide inclusive services. Each of these themes include some subthemes.

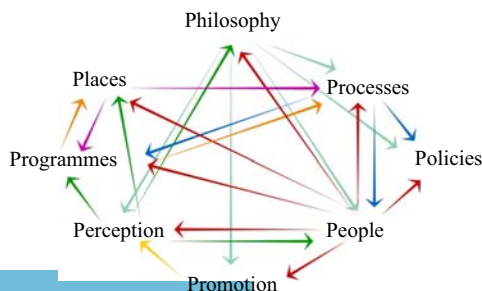
The seven themes have been grouped according to three different levels of analysis:

- (1) core elements, which relate mainly to an individual level;
- (2) organizational variables, which belong to an organizational level; and
- (3) environmental variables, which compile elements outside of the organization.

These themes reflect Bronfenbrenner’s social ecological model (Bronfenbrenner, 1994), a theory that distinguishes five environmental systems, which are nested structures each inside the other. The individual remains at the center of the circles and it moves from the innermost level to the outside. Therefore, it is a system which acknowledges external forces. This also aligns with Cromie’s (2000) perspective, who despite focusing mainly on individual factors, recognize that entrepreneurs and entrepreneurship are the products of social, organizational and individual factors.

The key themes may be helpful to understand the concepts underpinning the eight core elements of the UTMF. These are the key themes distributed according to their level of analysis:

- (1) Core elements:
  - Staff empowerment: empowering staff has been one of the main themes throughout all the data collection process. The three main empowerment elements identified are: training; leadership; and competence and technical knowledge.
  - Customer focused approach: this theme refers to a philosophy adopted by the organization aiming to provide a service that meets customer needs. This theme is composed of two subthemes: soft skills and needs fulfilment.



**Figure 1.**  
UTMF Elements  
matrix



- Attitudes, perception & expectations: this triad becomes key for the inclusion of marginalized groups in sport organizations. As evidenced in the literature review, negative attitudes are considered a barrier to participation for people with disabilities; hence, as long as negative attitudes persist, the full acceptance of people with disabilities is unlikely (Antonak and Livneh, 2000; Nowicki, 2006).

(2) Organizational variables:

- Strategy and corporate culture: this relate to the organizational variable and consists of two subthemes: corporate culture and strategic planning.
- Performance measurement and control: it refers to the need to track the organization's performance and use this information to control processes. This theme consists of two subthemes: performance indicators and responsiveness.
- Consultation: a sport organization that aims to provide a universal service needs to consult with their members about their practice. It has to be an open communication channel, where everyone has the opportunity to express their opinion and present their perception of the services and practices.

(3) Environmental variables: this theme encompasses all the contextual circumstances that are situated outside the organization. It may be considered an open category that would include any external aspect that may influence organizational practice.

Fayolle *et al.* (2010) sustain that entrepreneurship within an organization include external factors like the environment; and internal factors, such as the organizational culture and strategy. These themes are considered to be essential to achieve inclusion of marginalized groups within sport organizations. The core elements refer to challenging stereotypes and negative attitudes and highlights the need to empower staff and provide a person-focused service. The organizational variables refer to the recognition of inclusive approaches and practices desired in an organization. Finally, the environmental variables gather all the elements outside of the organization, which may act as barriers or facilitators to the participation in sport settings (Table I).

### 3.3 Description of the UTMF

The UTMF emerges from the integration of the matrix analysis, the thematic analysis and desk-based research. The development and validation of the UTMF resulted in a framework

Variable	Theme	Ps
Core elements	Staff empowerment	People
	Perceptions, attitudes and expectations	Perception
	Customer focused approach	People
Organizational	Strategy and corporate culture	Philosophy
		Processes
		Philosophy
	Performance measurement and control	Processes
		Policies
		Programs
Environment	Consultation	Policies
		Processes
		Promotion
Environment	Environment	People
		Perception
		Policies
		Places

**Table I.**  
Relationship between  
variables, themes  
and Ps

composed of three stages and 14 elements. The UTMF stages relate to the behavior change theory (Prochaska and DiClemente, 1983) and the 14 elements are identified as key areas that an organization should recognize and address for delivering a high-quality sport services for all citizens. These are the UTMF stages and elements according to the behavior change theory (Figure 2):

- 3Vs – contemplation stage: verification, value proposition and vision. These elements relate to sport organizations who may be in a contemplation stage, so that they are reflecting about the need to be more inclusive. This is a prelude that ideally will lead to action.
- 8Ps – action stage: philosophy, processes, policies, people, perception, programs, places and promotion. The 8Ps follow the 3Vs and are considered the action-oriented elements. These are the components that sport organizations can modify and implement in order to facilitate change and offer a universal service.
- 3Is – maintenance stage: implementation, impact and innovation. These elements safeguard the new practices implemented to bring inclusion to sport organizations, hence they are considered as maintenance practices.

Based on the relationship analysis, The UTMF is depicted like an atom (see Figure 1), as it represents the following principles:

- Universality: an atom is a fundamental piece of matter. It is what creates the physical reality and the essential components of which the universe is made. For this reason,

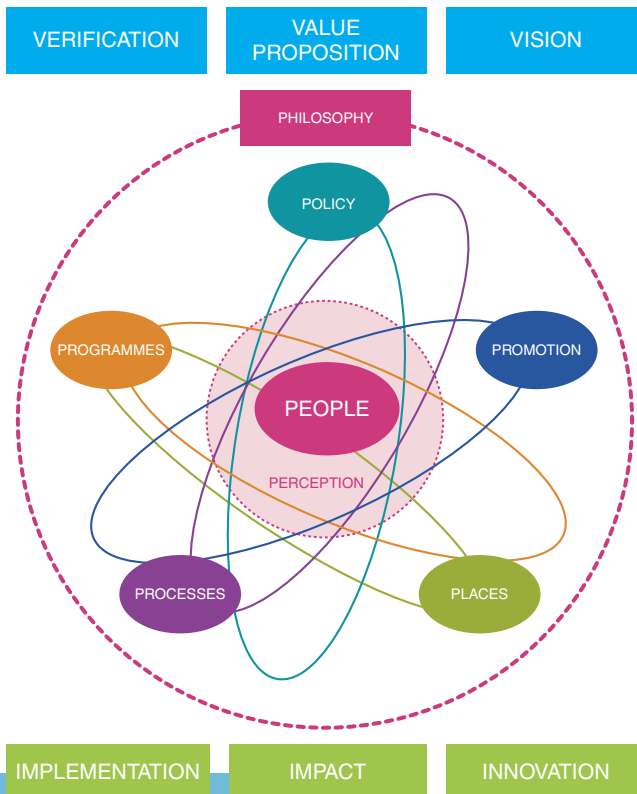


Figure 2.  
UTMF



the UTMF symbolizes essence, represented by the 14 elements of which it is composed. The atom represents the organization as a whole, and the 14 particles would be the basic elements to be developed and monitored.

- Interdependence: all the elements within the framework are equally important and are closely interconnected. An omission or change in any of the components will affect the whole structure.
- Transformation: the atom is a mobile structure that needs to adapt to the changes in each of the particles. For this reason, the structure is constantly changing, and all the elements require a constant review.
- Radiant influence: not only do the components have an influence on each other, but also an atom can influence another atom. It means that the UTMF can become an inclusive driver of development within a sector or across sectors, whereby one organization impacts on other organizations.

By adopting an entrepreneurial or intrapreneurial approach (Antonicic and Hisrich, 2001), the stages and elements of the UTMF can be instrumental for sport managers who want to be entrepreneurial within their organizations in developing an inclusive approach. In the following subsections the elements of the UTMF will be examined.

*3.3.1 The 3Vs: contemplation stage.* The 3Vs refer to the stage where organizational managers are not aware of the potential benefits that can be achieved by adopting a more inclusive approach. At this stage, there is a lack of knowledge about the benefits of inclusion and the benefits of mainstreaming diversity and therefore, there is no stated intention to implement any organizational change to facilitate it. Neither is there a disability proofing of service delivery, for example, or staff competency in respect of inclusive practice.

However, as sport professionals progress through each of the Vs there is a major level of reflection and predisposition to act, even though there may not be any change yet. In other words, there may be a sense of the scope for enhancing provision and a recognition of the desirability for change in direction of inclusion. These are the three Vs.

V.1. Verification. There is evidence that a lack of willingness to change the way sport and recreation is provided to a community is perceived as a chief barrier to inclusive service delivery (Schleien and Miller, 2010). Change may be challenging, hence there is a need for convincing evidence. Montuori and Fahim (2004, p. 261) declared that reflecting on diversity can “lead a person to explore her or his own assumptions and beliefs and to accept different ways of being and thinking.” For this reason, at the verification stage an organization researches the market and environment, aiming to get a better insight into the profile of customers for whom the organization is catering. This task facilitates identification of the potential groups that are currently being neglected. However, these potential members may possibly be attracted by the organization if a universal approach is adopted. It may highlight profitability areas that can be further explored. For instance, doing research to find out the number of people with disabilities that live in the community can either be a way to identify potential future members of the organization or improve the service for the current members.

V.2. Value proposition. By extending the scope of service to all members of the community, sport organizations may achieve some benefits that make secure its development but, most importantly, it is providing a sustained value to all citizens, which justifies its existence. As Ratten (2012, p. 65) asserts “organisations that are able to identify and transform opportunities into successful outcomes are more likely to flourish in today’s global environment.” The value proposition refers to the notion of giving value to the service that an organization is providing to the community. This entails the recognition of benefits for members, potential members and the wider community (Osterwalder *et al.*, 2014).

Considering that sport organizations provide a service that may contribute to the physical, social and psychological well-being of participants, the value proposition implicitly includes a positive outcome. As Algar (2014, p. 15) declares:

In the case of the health and fitness sector, the purpose of specific organizations or, in this case, an entire sector is immediately obvious. [...] Health clubs, leisure centres, gyms and other descriptive terms are in the 'business' of helping others to find and reach a more contented and 'happier' place in their lives.

For some the value of an inclusive approach lies in its position as a central tenant of an advanced society, for others its value is in the usability of the resources for diverse population groups.

According to Anderson *et al.* (2006, pp. 8-9) "a customer value proposition properly constructed and delivered, makes a significant contribution to business strategy and performance." For this reason, an inclusive-driven approach represents a symbiotic relationship between the organization and the members, resulting in a win-win business relationship.

V.3. Vision. At this stage the management of the organization is able to recognize the benefits of inclusion and start to contemplate the possibility of adopting a more inclusive approach to accommodate any member of the community in the organization. Therefore, a manager may envisage the organization as being inclusive in the next 10 years.

Kantabutra and Avery (2010, p. 43) assert that "visions that are concise, clear, future-oriented, stable, challenging, abstract and inspiring are likely to bring about better performance outcomes than visions without these characteristics." For this reason, the vision statement is crucial for the development of the organization as it sets up an aspirational strategy of development for which to strive.

Moore *et al.* (2010) research analyzed how the support of top managers in sport organizations in the USA can have a positive impact on the employment of managers with disabilities. This research provides evidence to the fact that vision moderates the relationship between organizational values coming from top management support and practices.

Vision is the last stage before moving to the action stage, which will be characterized by changes implemented in different managerial operational areas (Table II).

3.3.2 *The 8Ps: action stage.* The 8Ps follow the 3Vs, as they are considered the action-oriented elements. These are the practices that sport organizations can modify and implement in order to bring change and offer a universal service.

P.1. Philosophy. In the contemplation stage, vision was defined as a long-term goal. For instance, a reflection on how an organization wants to be seen in 10 years. Philosophy, instead,

UTMF stages	Stages of behavior change	Objective	UTMF component	Short definition	Key concepts
3V's	Precontemplation	Reflect on attitudes and organizational current practice	Verification	The evidence base which points to the scope for increasing an organization's membership profile	Research, community assessment, tracking statistics
	Contemplation		Value proposition	The mutual benefits to be achieved by an organization and potential new members who may have or may in the future acquire a disability	Social justice, business case, added benefits
	Determination		Vision	How an organization sees itself in the future in terms of its ability to include all members of the community	Good practice, universal service provision

**Table II.**  
Summary of the 3Vs  
elements of the UTMF

entails translating the vision into a statement of belief; it refers to the values and belief system in the organization in respect of the role of sport and physical in the lives of people, irrespective of their ability levels. According to Schleien and Miller (2010, p. 98) "community inclusion is a philosophy, a goal, and a set of practices that go well beyond the recreation service delivery system."

Sport organizations aiming to be inclusive, should revise and if necessary, change the mission statement to ensure it reflects the new approach adopted. The mission statement can be seen as a corporate reporting tool (Stallworth Williams, 2008) and it should incorporate the declared values of the organization, considering that these will play a key role in the conduct of service delivery (Babnik *et al.*, 2014).

The creation of the organizational philosophy belongs to a strategic layer. However, it has to be communicated explicitly to all members and non-members of the organization. Changes in the organization's philosophy and resulting values will influence its practice.

P2. People. In the sports sector, people are a centrally important element in the inclusion process (Tomasone *et al.*, 2014). For this reason, people are the core of the framework and all the other Ps gravitate around. This element is composed of four main agents:

- (1) P2.1. Members/clients of the organization: meeting customer needs is essential for achieving excellence. The fundamental role of sport services is to assist customers to improve their physical status in some way; physical appearance, functional health, mental change or pleasure (Lagrosen and Lagrosen, 2007). Sport organizations should understand the value of a membership base and they should invest energy and resources into retaining members and attracting new ones (Tharret and Peterson, 2006). To offer a high-quality sport service to all members, providing them with opportunities to fulfill their potential and achieve their goals in a welcoming environment should be of paramount importance.
- (2) P2.2. Staff: the staff should be qualified, competent and trained to reflect the values of the organization. It is essential to highlight the importance of competence in order for staff to have the confidence to deal with all customers. This can be achieved through strategic plans or policies that promote lifelong learning within the organization (Hodgson, 2013). Personnel embody an organization by living its philosophy in the manner in which they practice the organizational policies. As Ratten affirms (2012, p. 66) "managing sports entrepreneurship is a situated social process and in many cases is intuitively performed by the people involved." At operational level, sport professionals should stand out, not only for their technical knowledge but also for their interpersonal skills, which will make a difference in service provision. Some examples of desired qualities may include being professional, respectful, competent and friendly. Staff that experience ownership and a sense of belonging may have better levels of job satisfaction, enabling them to work more efficiently, while delivering top quality services (Fredeen *et al.*, 2012).
- (3) P2.3. Community: a universal approach widens the scope of action of an organization and magnifies the impact on people in the community (Algar, 2014). The sustainability of an organization depends on its resilience and its capacity to retain members and attract new members. Potential members allow the growth and expansion of an organization. It can also contribute to enhance customer care and service provision. Remaining relevant to people, throughout all the life stages, offers additional security to an organization. In this era of focus on sustainable development, a more discerning public with awakened social consciousness is seeking more from the organizations with whom they engage in terms of inclusiveness and diversity. As Ratten (2012, p. 69) sustains "sport entrepreneurship presents both business and society with choices."

At a community level, the court of public opinion is becoming more relevant in relation to the human rights responsibilities of states and indeed of organizations. As practices of deinstitutionalization and mainstreaming diversity are expanding across public services from schools to community services, the mainstreaming of diversity at community sport level is both necessary and expected by individuals and families alike and community sports groups have a responsibility to respond.

- (4) P2.4. Allied professionals and other stakeholders: Freeman and Reed (1983, p. 91) define stakeholders as “any identifiable group or individuals, who can affect the achievement of an organization’s objectives, or who is affected by the achievement of an organization’s objectives.” The professionalization of the sport sector has increased the number of agencies involved. Bailey *et al.* (2013) have highlighted the “human capital” relevance of sport and physical activity. The contribution of the sport sector to a wide range of social agendas including; education, health, urban design, tourism, community safety and youth development highlights its growing importance to a broader range of agencies. Enabling sport to achieve its social impact requires broad actions across many sectors, involving diverse stakeholders. Transversal and cross-cutting activities and partnerships are a necessary in meeting the goals and targets laid down in Agenda 2030. Siloed actions, and the resultant inefficiency and duplication are not in keeping with the SDG premise of indivisible and inseparable goals.

P.3. Perception. It represents the “frames” (Kaufman *et al.*, 2003) that people, including members, staff and community create about an organization, based on their experience and expectations. It considers the mental representations of reality and also how people create a judgement of the organization.

Organizational perception management is “defined and illustrated using corporate pro-environmental behaviour in sport to demonstrate professional sport organizations can protect their images, reputations, and identities and obtain favourable referenda outcomes” (Kellison and Mondello, 2012). The conceptual model of OrgIC (Brandon-Lai *et al.*, 2016) helps to understand how successful interactions between consumers and employees during a number of different touch points result in positive or negative outcomes that influence the image projected by sport service organizations.

An analysis of the attitudes and expectations of all agents involved in the organization (members, staff, providers, community, allied professionals, etc.) will provide insight to the image of the organization from different perspectives. The final goal would be to achieve a positive and shared perception between the main agents.

P.4. Processes. An organization not only needs to know what the purpose of its existence is and the values they want to transmit, but it also needs to reflect on the mechanisms that are going to be used to fulfill its mission. The processes are the methods used by the organization that are going to influence the outcomes.

According to Özbilgin (2009, p. 5) inclusion is “a process of becoming rather than a state of being; it is dynamically forming rather than fixed in time and place.” Thus, an inclusion-driven approach adopted by sport organizations should consider using processes such as collaborative management, advocacy (Pai *et al.*, 2013); democratic consultation (Gratton, 2004); entrepreneurial orientation (Fayolle *et al.*, 2010); capacity building (Block *et al.*, 2010; Fazey *et al.*, 2014) and relationship building (Bachmann and Inkpen, 2011).

P.5. Policies. They are documents and guidelines that are implemented as procedures or protocols to be followed, in order to meet the desired standards when delivering a service (Sabatier and Weible, 2014). They derive from the overall organizational philosophy and the processes.

A sport service organization that chooses to adopt a universal approach needs to review the level of inclusion showcased in its current policies, as well as the policy making process.

In sport settings, policies should focus on network development in order to promote co-creation of participation (Kumar *et al.* (2018). Likewise, Massie (2006, p. 27) sustains in the case of people with disabilities:

We often see the impact of negative attitudes in how one person treats another. But negative attitudes are also the foundation stone on which disabling policies and services are built. Harmful attitudes that limit and restrict are institutionalised in policies and services and so maintain the historic disadvantage that disabled people have faced.

Some sample policies for sport organizations relate to procurement, differential pricing, staff training, recruitment and customer service, for instance.

P.6. Promotion. It involves heightening awareness of the work of an organization and the benefits that it confers on its stakeholders. It is the means to communicate the services that are offered, as well as the philosophy of the organization.

The final goal of promoting an organization is to engage with members, to retain them and in the case of non-members, to attract them. Promotion involves activities such as marketing and advertising through social networks, media, newspapers, events, etc. Marketing efforts focused on markets and financial outcomes are resulting in an exclusion of a great part of the population. Consequently, an “inclusive growth” approach that aims to proactively include all costumers, for instance, not only those who have financial resources or want to be physically active, is desired (Sheth, 2011). However, one of the main influences on a person’s decision to join a sport organization may be the level of service quality provided at the operational, rather than corporate, level (Moxham and Wiseman, 2009). It means that operational staff play a key role in promoting the organization’s message.

Forde *et al.* (2015) research identified the use of culturally sensitive marketing and non-traditional marketing channels as two key organizational practices that contributed to a successful development and implementation of a sport program for immigrants.

A universal approach, centered on people, promotes the notion of diversity as a way of enrichment for all. Hence, the promotional strategy should be coherent and try to portray diversity in communities through its promotional materials. For example, including pictures of models that embody diversity in terms of age, gender, ability, cultural background, etc.

P.7. Places. Places refer to the physical and intangible environment that influence service delivery. In the sport and fitness sector, MacIntosh and Doherty (2007) identified exercise equipment, types of exercise programs, the workout facilities and the locker rooms as important perceived elements when providing top quality service. Accessibility is a key feature to inclusion, yet this principle should be considered from a holistic perspective as argued by the universal design principles. Universal design encompasses five distinct environments, including physical aspects of a facility or a space (built environment, information environment, and communication environment) as well as intangible aspects (policy environment and attitudinal environment) (The Center for Universal Design, 1997).

Universal design is the notion of building environments that are accessible and usable by the widest range of people without the need for special or separate design (Hamraie, 2017). Through universal design, sport managers may enable access to sport and encourage creative and proactive inclusion of marginalized groups in all aspects of sport (Hums *et al.*, 2016).

P.8. Programs. Program design and delivery involve consideration of the needs and expectations of participants. Any group of participants will represent a differentiated set of expectations, ability levels, learning rates, and many other variables that have implications for program delivery. For this reason, differentiated experiences will need to characterise sport programs that are meant to improve inclusion.

In the last years, an increasing number of NGOs, sports federations, national governments, charitable organizations and local groups adopt sports-based programming to address inclusion (Collison *et al.*, 2017).

Programs may vary in terms of variety of activities, time frame, levels of complexity or size of the group, among others. Those variables, plus the influence of other elements of the UTMF, should be considered when planning programming. For instance, there should be a correlation between the overall accessibility of fitness-related facility areas and program accessibility. As Arbour-Nicitopoulos and Ginis (2011, p. 12) claim “facility owners need to ensure that the facility’s physical environment corresponds with the available programming” (Table III).

3.3.3 *The 3Is: maintenance stage.* The 3Is represent the maintenance stage, which should be conducted alongside the action stage. This phase involves keeping up the changes implemented and consolidating the new approach adopted by sport organizations. It also

UTMF stages	Stages of behavior change	Objective	UTMF component	Short definition	Key concepts
8Ps	Action	Take action to adopt a universal service	Philosophy	Refers to the values and belief system of the sport organization in respect of the role of sport in the lives of people, irrespective of their ability levels and the potential benefits to be gained by being a high quality provider of sport service to all members of the community	Embody values, customer care
			Processes	Describes the methods and approaches to the practice of inclusion within the sport organization	Consultation, building relationships, procedures
			Policies	Describes what is to be done in a sport organization in order to enhance the quality of service provision for customers and potential customers. It relates to the allocation of resources to meet the mission and goals which reflect the organization’s philosophy	Universal policies, policy making, problem solving
			People	In a service sector such as sport, people are an extremely important element in the inclusion process. Refers to the leadership within an organization at both management and service delivery level	Empowerment, mainstream diversity, collaborative approach
			Perception	This is what impacts on how people (both customers and non-customers) relate to the organization and their resulting judgement of the organization	Attitudes, expectations, belonging
			Promotion	Efforts to draw attention to facilities and services on offer and the value-added benefits of engagement with these	Inclusive, adaptable
			Places	Focuses on facilities and amenities which enable sport and physical activity to happen	Diversity, communication strategy
			Programs	Activities that stimulate the development of dimensions of sport. They are influenced by trends and exercise science findings	Universal design, adapted equipment, welcoming

**Table III.**  
Summary of the 8Ps elements of the UTMF



emphasizes the need to evaluate throughout the process and be entrepreneurial when applying new measures in the organization.

The three elements composing the last UTMF stage are.

I.1. Implementation. Implementation refers to the hands-on practices that the staff are delivering in the organization. Implementation is informed by the outcomes and outputs that members can appreciate when they are engaging with the organization.

Todnem (2005) reviewed theories and approaches that deal with implementing and managing general organizational changes and concludes that there has been a lack of a valid framework to bring change to an organization. This highlights the challenges of implementation that an organization may face.

Making a sport organization more inclusive to all members of a community can be challenging. However, this represents also an opportunity for sport entrepreneurs to be proactive and innovative to solve this challenge (Ratten, 2012).

A framework such as the UTMF can help to overcome logistical issues such as the inability of management to be everywhere; the need for staff to buy-in to a new approach or the standardization of bottom up and top down communication channels.

An inclusion-driven approach entails reflecting on change but, most importantly, enabling change, by devising new strategies that need to be understood by all the staff in order to be successfully implemented.

I.2. Impact. It includes the strategies that an organization uses to measure the difference made by implementation of the Ps. Tracking and monitoring impact should encompass both quantitative and qualitative techniques defined in a comprehensive set of indicators. It also should be a participatory process that involves all stakeholders. It is important to monitor and evaluate the differences being made by the actions and to ask the question: are these the changes we desire? Are we achieving our vision?

In the sport context, many professionals do not monitor and evaluate the outcomes of sport or physical activity-based projects (Coalter, 2001). Reflection about inclusion serves as a driver for organizational development, this may also identify new dimensions and levels of inclusions and increase the levels of awareness and reflexivity (Podsiadlowski and Astrid, 2014).

Moxham and Wiseman (2009, p. 468) indicate that:

Measuring performance against targets and standards is a vital aspect of providing a consistently high level of service. Three key measures of retention rates, adherence to professional standards and adherence to internal targets are used to support the organization's quality strategy in order to obtain a competitive advantage.

For this reason, performance measurement becomes an essential task to be done in order to consolidate changes that ensure inclusion and, at the same time, enhance the quality of service provision.

I.3. Innovation. It refers to originality in the realization of the outcomes. It considers all the adaptations that are made in any of the Ps in pursuance of universal access in the service. Due to the competitive and fast-changing nature of the sport industry, innovation varies from new services to the adoption of new technology (Ratten, 2011). Change requires innovation, this may be an entirely novel approach to service delivery or the adaptation of approaches that have worked elsewhere and will represent a novel way of delivering in your own context. Innovation should be applied within the organization when designing the service to be provided. Sport and fitness organizations should include new programs and equipment to attract the interest of customers (Lagrosen and Lagrosen, 2007). Innovation should result in progress on all the UTMF elements, with the final aim to improve people's lives through sport (Table IV).

UTMF stages	Stages of behavior change	Objective	UTMF component	Short definition	Key concepts
3Is	Maintenance	Consolidate and improve the changes implemented on the 8Ps	Implementation	This involves delivering the strategies to achieve set goals. The strategies will be informed by the 8Ps	Responsiveness, integrating change
			Impact	It is important to monitor and evaluate the differences being made by your actions and to ask the question: Are these the changes we desire?	Monitoring and evaluation, key performance indicators
			Innovation	Change requires innovation, this may be an entirely novel approach to service delivery or the adaptation of approaches that have worked elsewhere and will represent a novel way of delivering in the sport context	Divergent thinking, leading change, entrepreneurship

**Table IV.**  
Summary of the 3Is elements of the UTMF

#### 4. Bridging policy and practice: support and innovation for moving organizations toward inclusion

As discussed in the introduction, the promotion of inclusion and diversity is a transversal and increasing theme across global policies. This willingness to position and, consequently, shape the notion of leaving no one behind can be identified as a global and intersectoral priority, yet those policies themselves cannot fix the issue (Mazzucato, 2018). To tackle challenges on such a scale, entrepreneurship and system innovation is required – this involves support for the transition of systems rather than providing specific innovations (OECD, 2015).

Boon and Edler (2018, p. 445) argue in the same direction:

As actors should be as close to the challenge as possible, and as societal challenges are dealing with multiple issues and arenas, there is a new kind of policy development and delivery required to tackle grand challenges. The focus should be much more explicit on orchestrating the articulation of the challenge and its consequences for the demand for innovations than on the articulation of a specific demand for isolated innovations within the challenge.

Likewise, research shows that sport managers could benefit by adopting a more systematic view of their organization’s development (Taylor *et al.*, 2015; Lagrosen and Lagrosen, 2007). The UTMF can take the orchestrating role and, by addressing its stages and elements, it can support not only overcome operational difficulties of person-centered and inclusion-oriented policies, but also generate entrepreneurial practice that justify the policy intervention.

In the following section a strategic framework in the domain of health and well-being will be outlined. This case will be used to exemplify an ongoing scenario where policymakers and organizations in the field of sport can benefit from the application of the UTMF.

*4.1 Sample application of the UTMF for promoting health and well-being in and through sport*  
Universal health is a keystone of SDG 3 “Ensure healthy lives and promote well-being for all at all ages” (United Nations, 2015) and one of the main priorities for the World Health Organization.

The Tokyo Declaration on Universal Health Access (Universal Health Coverage Forum, 2017) supported by the Government of Japan, World Bank, World Health Organization, UNICEF and the Japan International Cooperation Agency, uphold this call and stress the importance of designing and delivering health services informed by the voices and needs of people, to fully comply with the principle of leaving no one behind. To achieve this ambitious goal, healthcare systems require major reforms to shift from a disease-oriented approach toward a more responsive and person-centered manner. This innovative healthcare model is a more effective and sustainable to tackle the increasing prevalence of non-communicable diseases (WHO, 2018; Atun *et al.*, 2015; OECD, 2015).

In 2016, The World Health Organization launched the Framework on Integrated people-centered health services (WHO, 2016), which aims to enable equal access to everyone to “quality health services that are co-produced in a way that meets their life course needs and respects their preferences, are coordinated across the continuum of care and are comprehensive, safe, effective, timely, efficient, and acceptable and all carers are motivated, skilled and operate in a supportive environment.” This framework is sustained in the implementation of five strategies:

- (1) engaging and empowering people and communities;
- (2) strengthening governance and accountability;
- (3) reorienting the model of care;
- (4) coordinating services within and across sectors; and
- (5) creating an enabling environment.

Sport organizations may have a direct contribution to reinvigorate healthcare systems focused on people. However, professionals may need some guidance and support to achieve this. For this reason, the UTMF can be applied to provide directions to implement public policies in an action-oriented and inclusion-driven way. Tables V and VI show how these five interdependent strategies are aligned with the UTMF and, hence, coordinated action can be undertaken by sport organizations.

The UTMF facilitates the process of transferring global policy into local practice, by offering a management system that can be applied by sport organizations. In addition, the mapping of implementation strategies onto the UTMF elements provides a mechanism to provide organization-based evidence to inform about policy outcomes.

In this case, if sport organizations use the UTMF with the aim to provide a people-centered health service to their community, this would contribute to create evidence, for instance, to legitimize the contribution of sport to health and well-being, not merely in terms of disease avoidance but in building human capital across the social, emotional, vocational and cognitive domains (Bailey *et al.*, 2013); Promote public-private partnerships in order to balance an equity-focus with an efficiency and effectiveness focus. Developmental partnerships can leverage the strengths of each stakeholder for the benefit of a broader range of citizens (Hilton and Brahman, 2007); Identify sport organizations as health educators: sport organizations can influence individuals’ and communities’ attitudes and knowledge to improve their health and well-being. The correlation between physical activity and holistic health has been well established for decades.

## 5. Conclusions

In the field of sport, state and nonstate actors from the public and private sector, are mobilizing and coordinating actions to document and elevate their impact in line with global goals with the objective of “leaving no one behind.” Momentum is evident from playgrounds to schools and communities and onto Olympic podiums. In the policy arena, the Kazan

**Table V.**

Alignment and operationalization of strategies 1–3 of the framework on integrated people-centered health services (WHO, 2016) through the UTMF

Strategy	Strategic approach	UTMF element/s	Application in sport organizations
Engaging and empowering people and communities	Empowering and engaging individuals and families	People, process	Advocacy, capacity building, consultation, support networks
	Empowering and engaging communities	People, perception and processes	Advocacy, training, building networks between families, schools, civil society organizations, clubs, research, communities of practice
	Empowering and engaging informal carers	People, process	Training in respect of the benefits and means of facilitating physical activity for well-being
	Reaching the underserved and marginalized	People, programs implementation and promotion	Community, social services and club links, staff education, marketing
Strengthening governance and accountability	Bolstering participatory governance	Philosophy, processes and policies	Representative boards of management, community consultation, monitoring of sustained membership/engagement, policy and decision making process
	Enhancing mutual accountability	Impact	Member satisfaction, corporate social responsibility, key performance indicators, disaggregation of indicators
Reorienting the model of care	Defining service priorities based on life course needs	Verification, Programs	Community assessment, program adaptation
	Revaluating promotion, prevention and public health	Value proposition and impact	Identify key performance indicators, monitoring and evaluation, quantitative and qualitative research
	Building strong primary care-based systems	Vision and Philosophy	Multidisciplinary collaboration, inclusive health values, mission-oriented policies
	Shifting toward more outpatient and ambulatory care. Innovating and incorporating new technologies	Processes, Policies and Programs Innovation	Budget allocation, person-centered service offer, lifelong and life wide service offer, inclusive policies Assistive technology, universal design

Action Plan and the Global Action Plan on Physical Activity are two pivotal instruments for the sport sector to contribute to the Agenda 2030 for Sustainable Development. The notion of leaving no one behind is marked as a priority, yet the meaning of its expression and procedures to safeguard the rights of the furthest behind are not clearly defined. Knowing what the goal is and understanding how to get there are distinct processes. Many professionals operating at policy and practice levels internationally currently, may not have embraced planning for universality on their vocational journey. In order to launch an entrepreneurial initiative or build capacity for inclusion, a guided multidimensional approach is required to continue developing the mechanisms, policies and partnerships that facilitate this process. Tools to support transformative changes are essential at this time. The UTMF has emerged as one such tool.

The UTMF is a wide-ranging framework with many applications. Its visual simplicity masks its comprehensive and broad relevance for globally defined transformation agendas. It can be used as a management tool to facilitate the transformation of policies and organizations in order to provide universal services that include marginalized groups such as people with disabilities. It also enables and encourages addressing a broader intersectional agenda such as those required to deliver on SDGs. It provides policy makers,

**Table VI.**  
Alignment and operationalization of Strategies 4 and 5 of the framework on integrated people-centered health services (WHO, 2016) through the UTMF

Strategy	Strategic approach	UTMF element/s	Application in sport organizations
Coordinating services within and across sectors	Coordinating care for individuals	People, processes and implementation	Individual support, interdisciplinary intervention, staff attitude and empathy
	Coordinating health programs and providers	People, programs and Implementation	Member induction, team collaboration, program assistance
	Coordinating across sectors	Philosophy and People	Intersectoral partnership, inclusive-driven approach, health-oriented services
Creating an enabling environment	Strengthening leadership and management for change	People, processes and implementation	Collaborative management, staff satisfaction, inclusive strategic development
	Strengthening information systems and knowledge management	Impact, Promotion	Indicators, data collection, data analysis, evidence-based policies, participatory research
	Striving for quality improvement and safety	Implementation and Innovation	Quality assurance, lifelong learning, organizational audit around inclusive features
	Reorienting the health workforce	People, philosophy and processes	Capacity building, multidisciplinary intervention, staff support
	Aligning regulatory frameworks	Policy	Policy coherence, policy review process
Improving funding and reforming payment systems	Processes	Budget allocation, funding strategy, pricing	

management and sport professionals with a validated system that emphasizes the main areas of operation that require consideration when planning universal services.

The transformational, organizational change, and sustainability matters outlined in Section 2 can impact upon better service delivery for all. Taking the opportunity to reframe service offerings for those with disabilities, for instance, invariably provides an opportunity to examine service delivery for all across the comprehensive framework elements.

In this paper, the UTMF was presented as a management framework with a dual applicability:

- (1) To manage organizational change toward inclusion and foster inclusive innovation in and through sport organizations.

The UTMF embraces a strengths-focused approach – it aims to build on what an organization is currently doing well. It is a management tool that offers sport managers and entrepreneurs a way of affirming current good practice, while also helping them to identify the scope for incremental change in the direction of inclusion. Its full and effective implementation will need to involve staff at all levels within the organization from the vision to the visibility of change efforts. Therefore, it can help to change the organizational culture. Furthermore, the UTMF can be used as an evaluation tool to track and monitor in-house progress in respect to inclusive practice.

The UTMF can be used as an entrepreneurial tool to promote behavior change by stimulating knowledge and enhancing reflection on attitudes and organizational practices toward inclusion. It is aimed at organizational managers as it encompasses corporate areas and strategies for ensuring that inclusion and diversity play a central role in an organization. The purpose of the UTMF is to bring organizational change by:

- encouraging reflection on the benefits of embracing diversity;
- stimulating knowledge growth;

- promoting action to offer a universal service across all operational areas; and
- providing a guide for controlling and reviewing the organization's practice.

Building capacity to provide universal services that ensure the equal participation of marginalized groups should be considered as a priority by community-oriented sports organization.

- (2) To guide and mobilize organizational resources to address inclusive global agendas through sport and allied areas.

The UTMF is a mechanism to mainstream global policies into an organizational-based framework, focused on people, to enhance the achievement of public policies as well as entrepreneurial success. The UTMF outlines 14 corporate and implementation areas, to ensure that the organizational transformation is monitored, and goals are achieved. Section 4 of this paper exemplified how sport organizations using the UTMF can address a policy-led demand such as to build better health systems. In this manner, the UTMF encourages action through interdisciplinary collaboration and optimization of the implementation by embedding diverse policy agendas into organizational practice.

Successfully embracing universal design in any field (business, sport, policy development, etc.) requires full appreciation of the why (Vs), what (Ps) and how (Is) across the promoting organization and implementing stakeholders. The UTMF calls for synchronized and collective behavior change, organizational change and transformative change. Change is a process that frequently generates resistance (Coch and French, 1948; Grama and Todericiu, 2016). Having a framework that is built on that precise premise while enabling entrepreneurs to work systematically through processes that will reinforce and scaffold the change purpose is both desirable and necessary. The UTMF serves that purpose while also providing clear guidance on the areas requiring change. It underpins all these efforts with the flexibility of a call to be innovative in applying a standardised framework in a bespoke setting or application. The impact dimension adds to the sustainability of the change while simultaneously reinforcing the universal transformation agenda.

The pathway toward universally designed services to leave no one behind, requires building capacity among professionals across sectors. As depicted in the UTMF, people remain at the center of organizations and are of paramount importance for inclusion, they can make or break change efforts. In parallel, the creation of structures that support the implementation of innovative procedures emerges as a solution to address this global challenge. This is a transition that organizations shaping the sport sector should undertake in conjunction with other stakeholders.

A multidisciplinary range of professionals, including sport managers, can become entrepreneurs and advocates for inclusion through sport. In doing this, it is critical they listen to, involve and address the needs of all stakeholders. All members of the community who are being left behind have to be at the table at all levels. Their role is crucial for adopting a universal approach in organizations.

By adopting the holistic approach reflected in the UTMF, sport organizations can embrace, understand and address the needs of marginalized groups and the barriers to their participation in sport, keeping in line with the principle of "nothing about us without us." Likewise, sport organizations can improve their competitiveness through inclusion.

Given its broad application, future research may look at the application of the UTMF framework within different types of sport organizations who seek to promote diversity, inclusion and mental well-being amongst staff through the medium of sport. It may be used to provide empirical evidence of the correlation between inclusion through sport and



the key performance indicators of both profit and non-profit organizations. Future research may also investigate how organizations may use the UTMF framework to inform their corporate social responsibility policy and the organization's wider social and economic impact.

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