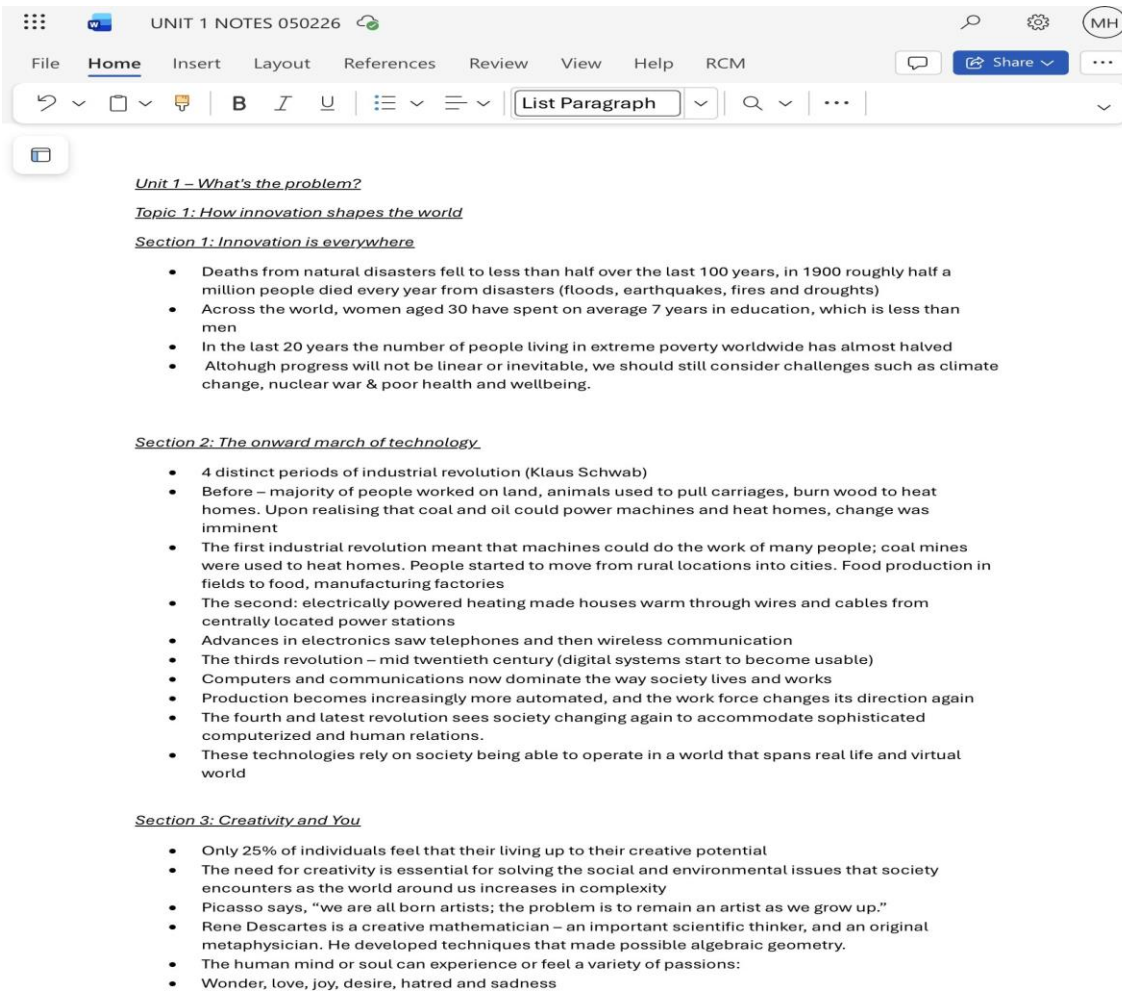


Changemakers: Creativity and Value Creation A1 – Max Hughes

Task 1 – (1200 words)

Evidence your online participation and contribution through screenshots of all completed units and screenshots of all forum posts and replies to at least 2 forum posts for each required unit. The posts will summarize the key discussion within each of the topic areas.

Unit 1 Notes:



The screenshot shows a Microsoft Word document titled "UNIT 1 NOTES 050226". The document is in the "Home" tab of the ribbon, with the "List Paragraph" style selected. The content is as follows:

Unit 1 – What's the problem?

Topic 1: How innovation shapes the world

Section 1: Innovation is everywhere

- Deaths from natural disasters fell to less than half over the last 100 years, in 1900 roughly half a million people died every year from disasters (floods, earthquakes, fires and droughts)
- Across the world, women aged 30 have spent on average 7 years in education, which is less than men
- In the last 20 years the number of people living in extreme poverty worldwide has almost halved
- Although progress will not be linear or inevitable, we should still consider challenges such as climate change, nuclear war & poor health and wellbeing.

Section 2: The onward march of technology

- 4 distinct periods of industrial revolution (Klaus Schwab)
- Before – majority of people worked on land, animals used to pull carriages, burn wood to heat homes. Upon realising that coal and oil could power machines and heat homes, change was imminent
- The first industrial revolution meant that machines could do the work of many people; coal mines were used to heat homes. People started to move from rural locations into cities. Food production in fields to food, manufacturing factories
- The second: electrically powered heating made houses warm through wires and cables from centrally located power stations
- Advances in electronics saw telephones and then wireless communication
- The third revolution – mid twentieth century (digital systems start to become usable)
- Computers and communications now dominate the way society lives and works
- Production becomes increasingly more automated, and the work force changes its direction again
- The fourth and latest revolution sees society changing again to accommodate sophisticated computerized and human relations.
- These technologies rely on society being able to operate in a world that spans real life and virtual world

Section 3: Creativity and You

- Only 25% of individuals feel that their living up to their creative potential
- The need for creativity is essential for solving the social and environmental issues that society encounters as the world around us increases in complexity
- Picasso says, "we are all born artists; the problem is to remain an artist as we grow up."
- Rene Descartes is a creative mathematician – an important scientific thinker, and an original metaphysician. He developed techniques that made possible algebraic geometry.
- The human mind or soul can experience or feel a variety of passions:
- Wonder, love, joy, desire, hatred and sadness



Topic 2: How do you solve a problem?

- University education teaches students to develop their creative abilities, which will become vital for future professional skills.
- Creative work becomes difficult when people experience creativity block because their brain functions get obstructed, which leads to the avoidance of artistic activities.
- Your mood and overall health will improve through any creative activity that you choose to explore. The best approach involves establishing contact with fresh materials through physical things.
- Your university experience depends heavily on your mental health which creative expression helps you achieve.
- Playfulness which we lose during our adult years can bring us happiness when we regain our ability to experience fun. Adults who spend time playing games become more productive while their creative abilities and general happiness levels increase.
- The educational system shows increasing interest in games which include both learning games and serious games. The games provide educational benefits while simultaneously enhancing cognitive functions and elevating your emotional state.
- Fear of leaving their comfort zones and fear of their own ideas drive people to avoid using the creative abilities which their creativity gives them.
- The process establishes how you understand written material and how you perform your research activities. Different people have different worldviews which you can understand better through your own unique philosophical understanding.

Topic 3: Known Knowns

- Known Knowns Research involves discovering unknown elements before transforming those discoveries into understandable results.
- "Known knowns" are things you're certain about, like counting how many people are in a room. "Known unknowns" are things you know about, but you don't have all the details.
- You possess "unknown knowns" because you comprehend certain information without realizing it, and "unknown unknowns" represent knowledge that remains completely unknown to you.
- The categories assist researchers in determining which research aspects they need to investigate further. Databases provide excellent access to trustworthy information which includes Google and academic sources found in university libraries.
- Your research will achieve credibility through the use of trustworthy sources which create solid academic work. Researchers require their research process to determine which information sources contain correct details.
- Google provides fast information access, but it lacks reliability and organized content. Library resources provide curated collections which users can trust to deliver accurate information.
- Your search will become more focused when you use keywords which function like hashtags on social media platforms. The correct keywords enable you to discover the appropriate research materials. The concept of keywords consists of multiple word combinations that share identical meanings or single words that obtain different interpretations based on their surroundings.
- The term "analysis paralysis" describes the situation where people become trapped in repetitive thinking without reaching any decisions. The creation of a concept map helps people overcome this problem, which enables them to decompose complex tasks into smaller tasks, which they can handle.

UNIT 1 NOTES 050226

File Home Insert Layout References Review View Help RCM

Undo, Cut, Copy, Paste, Bold, Italic, Underline, Bulleted List, Numbered List, List Paragraph, Find, More options

- Concept maps start at their top point before they proceed toward their lowest point, which creates a more organized structure than mind maps. The tools assist you in developing your ideas while maintaining your concentration throughout your research process.

Topic 4: The problem is

- The research problem exists because researchers face difficulties when they encounter vast amounts of available information. The search process requires you to select an interesting topic which will establish search boundaries.
- The research goal requires researchers to identify a research question which Google cannot find uncovering current knowledge gaps.
- Researching a topic you love leads to a more enjoyable research experience. The research project requires the student to choose a specific topic which matches their academic field and to develop the project according to a specific word count.
- A hypothesis functions as a testable statement which enables you to determine its accuracy. The statement establishes a connection between two variables which includes an independent variable that can be modified and a dependent variable that can be measured.
- A strong hypothesis enables you to determine whether two variables are connected because it demonstrates that families who drive long distances tend to buy vehicles with higher fuel efficiency.
- Feedback provides immense value because it helps people grow. People usually experience a slight emotional drop after receiving feedback which shows their performance needs improvement, yet they should view this moment as a chance to enhance their abilities.
- The process of accepting feedback needs to include both positive and negative feedback which people find difficult to accept. People should listen to all feedback because it helps them improve although some feedback might not apply to their situation.

Unit 1 Replies:

Re: RM unit 1
by Max Hughes - Thursday, 26 February 2026, 12:11 PM

Good notes, nice and clear so easy to follow and understand

Permalink Show parent Reply Export to portfolio

◀ Olyfer Frost unit 1 notes JJ Unit 1 Notes ▶

◀ Announcements Jump to... Unit 2 Notes - Deadline 13th February (23:59) ▶

Re: JJ Unit 1 Notes
by Max Hughes - Thursday, 26 February 2026, 12:12 PM

Nice and clear, bullet points allow you to easily follow

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◀ RM unit 1

◀ Announcements Jump to... Unit 2 Notes - Deadline 13th February (23:59) ▶

Unit 2 Notes:

Unit 2: The Worst Possible Idea

Topic 1: Choosing the Right Approach

The types of approaches to investigate provide several different methods. The first is the application of what you know about the "subject" to where it applies to reality or calling the situation as it is. Next, you are explaining what has occurred via observation and lastly, you make a decision based on what you think will happen next. When conducting research, you can create an opinion based upon research that is rational, logical or using "fair judgement." (Creswell and Creswell, 2018)

There are two different forms of reasoning in research (Goswami, 2010) ; 1, deductive reasoning – this is when you reduce your information to a specific example, thus, using the scientific method; or 2, inductive reasoning – this is when you develop a broader understanding of the situation by developing a more substantial body of knowledge. However, with both methods of reasoning, there are some limitations; deductive suffers from the “high bias” – typically this applies to a search for a positive outcome rather than a negative or to find similarities rather than differences; inductive relative to the number of documents (an information overload), it may be effective if you can organise the information separately and not allow for confusion between those thought processes during the research process.

The purpose of research is to gather information about specific information about a specific thought or subject area. However, the purpose of a research question differs as this is where you present that initial research, express your creativity and academic skills upon it and manage your workload. To find a research question, there is a 4-step system which you can use, this is:

- 1: Choose a broad topic which is of interest to you
- 2: Read around the subject area
- 3: Find your niche, this will be your main focus area
- 4: Further narrowing down by finding a specific problem / issue.

The purpose of quantitative research is to find numbers that express statistical facts and numbers. Quantitative research is conducted by following a logical pattern that uses objective data rather than qualitative data. Quantitative research uses open-ended questions to gather descriptive evidence based upon answers from respondents. Quantitative data is usually collected by using surveys and experiments (Ghanad, 2024). Qualitative data is usually collected through interviews, focus groups, or literature reviews.

Topic 2: Finding a Needle in a Haystack

In the world we live in now, data is always being collected around us every day from numerous ways, these can include speed cameras, loyalty cards for shops and memberships etc. Collecting data may seem like a daunting task but there are a lot of methods which everyone is probably quite used to. Surveys are a good way to collect data where you get the opportunity to ask your own questions. (Stantcheva, 2023). Expresses that surveying is an invaluable research method and can be used to measure all sorts of important variables.

The CRAAP Test:

- Currency
- Relevance
- Authority
- Accuracy
- Purpose

The CRAAP system is there to be used on secondary sources due to the reliability of them, using these 5 steps can help you to determine whether the source is worthy of being used.

The Hawthorne effect from the early 1920's was an experiment carried out to determine whether people perform to a higher standard when being watched in comparison to when they are not being observed (Adair, 1984). The results proved that it was the case, quality was greater when being observed.

The office of national statistics in the UK carries out one of the largest data gatherings every 10 years, they do this through releasing a compulsory survey for each person living in the UK. When collecting data, it is vital that researchers ensure the sample size is of significant size and representative. It is also crucial that data protection is respected to maintain trust and integrity of the census.

Unit 2 The Worst Possible Idea

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Topic 3: Now for the Solutions

There are a variety of tools that can aid in stimulating creativity when creating a research project and lowering the stress of being tasked with thinking of original ideas. Creative assessment has been heavily influenced by the Torrance creative assessment method (test) which was theorised by E. Paul Torrance in 1960's. A well-known cognitive bias is the law of the instrument, often attributed to Abraham Maslow. It states that if all you have is a hammer, all you see are nails. Cognitive bias is represented as fast thinking or using your mind as a method for quickly resolving issues or problems that require a decision. Daniel Kahneman (2013) discusses "Slow thinking" as a way of making more rational and reflective decisions. Creatively thinking can generally be broken down into two categories, convergent and divergent. Convergent sales funnels work to produce one solution through the evaluation of all ideas to come to a logical conclusion, while divergent (brainstorming) produces all possible solutions and creates new ideas. Both categories of thought are beneficial but do not accomplish the same thing. For example, SWOT analysis is an excellent tool to aid in convergent person sales through the assessment of strengths, weaknesses, opportunities and threats.

Topic 4: Creating Value

'Value' is thrown around these days, but what does it actually mean? When you think of value, people automatically think about things like the worth of a rare collectible, or how well an investment performed. People also think about how much they can sell something for at a later point in time. While value can be associated with these monetary considerations, we can also assign sentimental values to things based on how much an object, person, or experience means at a personal level.

The phrase 'greed is good' that was coined in the film, Wall Street in the 1980s solidified the belief that self-interest and personal gain are what drive success. However, by only looking at value through the lens of its economic measurement we miss measuring the broader perspectives of value and how value influences human behaviour.

Value has dimensions and can reflect an individual's needs and the social circumstances surrounding those needs. Value has dimensions such as; enjoyment value (feel good), social value (belonging), economic value (financial), influence value (impact), and harmony value (balance/safety). These different dimensions demonstrate that value isn't purely self-serving and often involve the value we provide to others while satisfying our own personal goals.

Unit 2 The Worst Possible Idea

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In 2015, the United Nations launched the 2030 Sustainable Development Goals (SDGs). The SDGs are composed of a list of 17 goals that aim to solve some of the world's greatest challenges like poverty, inequality, and climate change. The SDGs are focused on improving the quality of life for all and not just focused on creating economic growth on a large scale.

Unit 2 Replies:



Re: Unit 2

by Max Hughes - Thursday, 26 February 2026, 12:13 PM

Well presented work, nicely laid out and easy to follow

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◀ UNIT 2

JJ Unit 2 ▶

◀ Unit 1 Notes - Deadline 6th
February (23:59)

Jump to...

Unit 3 Notes - Deadline 20th
February (23:59) ▶



Re: JJ Unit 2

by Max Hughes - Thursday, 26 February 2026, 12:14 PM

Neatly laid out. Heading all the sections allows you to follow easily

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◀ Unit 2

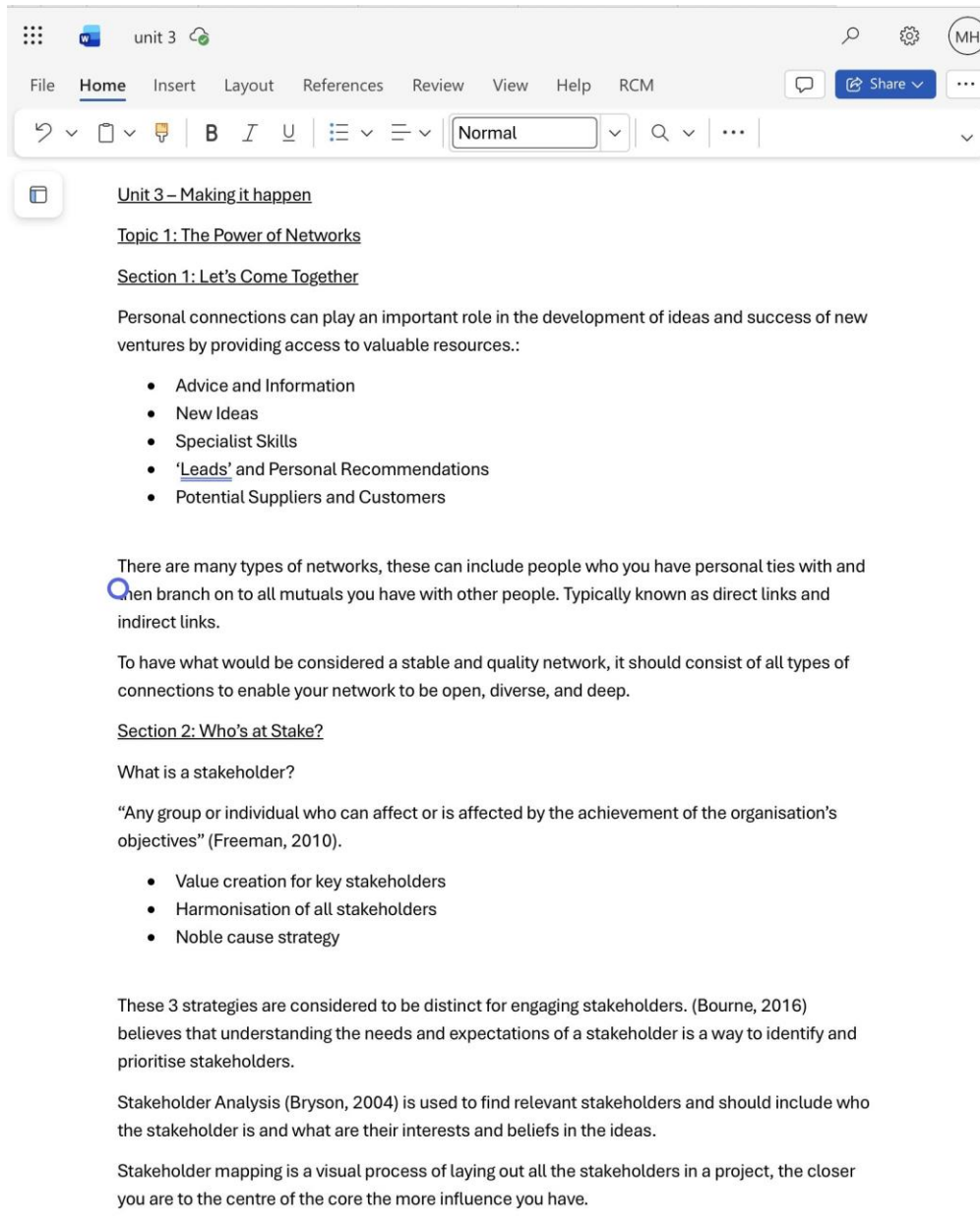
◀ Unit 1 Notes - Deadline 6th
February (23:59)

Jump to...

Unit 3 Notes - Deadline 20th
February (23:59) ▶



Unit 3 Notes:



The screenshot shows a OneNote application window with the title bar 'unit 3'. The ribbon is set to 'Home' and shows various editing tools. The page content is as follows:

Unit 3 – Making it happen

Topic 1: The Power of Networks

Section 1: Let's Come Together

Personal connections can play an important role in the development of ideas and success of new ventures by providing access to valuable resources.:

- Advice and Information
- New Ideas
- Specialist Skills
- 'Leads' and Personal Recommendations
- Potential Suppliers and Customers

There are many types of networks, these can include people who you have personal ties with and then branch on to all mutuals you have with other people. Typically known as direct links and indirect links.

To have what would be considered a stable and quality network, it should consist of all types of connections to enable your network to be open, diverse, and deep.

Section 2: Who's at Stake?

What is a stakeholder?

"Any group or individual who can affect or is affected by the achievement of the organisation's objectives" (Freeman, 2010).

- Value creation for key stakeholders
- Harmonisation of all stakeholders
- Noble cause strategy

These 3 strategies are considered to be distinct for engaging stakeholders. (Bourne, 2016) believes that understanding the needs and expectations of a stakeholder is a way to identify and prioritise stakeholders.

Stakeholder Analysis (Bryson, 2004) is used to find relevant stakeholders and should include who the stakeholder is and what are their interests and beliefs in the ideas.

Stakeholder mapping is a visual process of laying out all the stakeholders in a project, the closer you are to the centre of the core the more influence you have.



Power vs Interest:

How interested is an identified stakeholder group in impressing their expectations on the organisation

The level of power held by said stakeholders enforcing these expectations

Section 3: Map it Out

Understanding your stakeholders is very important. A good method to follow in order to understand your stakeholders' intentions is by creating questionnaires so you can get direct answers to any questions you are wanting to know the answers to. After gathering your answers, you can understand more about the stakeholders and can structure ways around potential disagreements.

Prioritise stakeholders by using the power / interest matrix.

Within all stakeholders, you will find some 'blockers' it is important to find these early on so that you can find an approach with how to deal with them.

Topic 2- Show me the Money!

Section 1: Sources of Funding

Funding and fundraising act as major constituents to support a project or venture.

1. Ensuring that the resources required to facilitate the project are tenable
2. Engaging with relevant stakeholders and building interest in your project or venture

Those 2 points are the purposes of how acquiring funding works.

When looking at applying for funding, it is crucial to be aware of different funding bodies available and their areas of interest.

Types of traditional funding include:

- Loans
- Bootstrapping
- Venture Capital
- Angel Investors

unit 3

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Emerging funding options include:

- Venture Philanthropy
- Accelerators
- Incubators
- Crowdfunding

Section 2: Adding Value

What is a benchmark and why is it important? A benchmark is a standard measure or point of reference for which things can be compared. (McGaughey, 2002) states that benchmarking is a methodology which can evaluate any aspect of organizational performance.

What is added value?

Process: The difference between the purchase price of a product or service

Financial: The difference between maintaining a business-as-usual approach or acting upon benchmarking to drive continuous improvement

Section 3: Crowdfunding

Crowdfunding is the process through which funds are raised for a project by asking the broader public to contribute small amounts which accumulate to a larger amount.

To undertake a successful crowdfunding campaign there are many strategies which you can follow to help you establish and market your idea or project:

- Do your research
- Choose the right platform
- Offer more than just data
- Understand your target audience
- Create marketing materials - (A video explaining your ideas)
- Set your goals
- Make the reward worthwhile
- Get personal
- Spread the word effectively
- Open communication
- Accept and feedback received
- Make sure you follow through with any promises made.

- Find the main purpose of their presentation
- Identify the time available
- Identify the formality of the occasion
- Identify the target audience
- Outline the ideal outcome

Unit 3 Replies:

[Permalink](#) [Reply](#)

**Re: Unit 3**
by Max Hughes - Thursday, 26 February 2026, 1:27 PM

Neatly presented, easy to follow

[Permalink](#) [Show parent](#) [Edit](#) [Delete](#) [Reply](#) [Export to portfolio](#)

◀ Unit 3

◀ Unit 2 Notes - Deadline 13th February (23:59) Unit 4 Notes - Deadline 27th February (23:59) ▶

**Re: Unit 3**
by Max Hughes - Thursday, 26 February 2026, 12:14 PM

Neat and tidy. Clear understanding of finding the important parts of information

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Unit 4 Notes:

Unit 4 Whats the Verdict

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Unit 4: What's the Verdict?

Topic 1: It's All in the Numbers

Stats can be quite useful in pointing out trends and patterns while analysing the data; however, it is always important to be specific with your guidelines to ensure accurate results. Downfalls in this section would be the use of words such as most and least, few and many; however, be specific with your definitions.

It is important to understand basic statistical analysis and gathering, as it would be quite useful in any academic or research career. Descriptive statistical analysis is a process through which we convert our data into a source of data which can help us understand our research. This would enable us to describe our research while also providing evidence for the importance of our research.

On the contrary, inferential statistical analysis would enable us to observe our research based on the data; however, in most cases, it can be referred to as a guess. Twain, et al (2010) can be rewarded to say that there are “three forms of lies: lies, damned lies and statistics”. Samples are quite important while creating valuable statistics; is the data representative of the whole population or is it biased with a certain belief or group of people?

A graph or chart is an excellent means of displaying the data that we collect. An excellent example of data being displayed in the form of charts is the BBC daily corona virus chart, which used a combination of a bar chart and a line graph to display data to support the information given in the accompanying article (BBC, 2021).

The chart depicted the rise and fall of new cases of the coronavirus and added value and evidence to the information given in the article, which without, would seem incredible and inaccurate.

It is normal to feel embarrassed when interpreting data that is quantitative as it involves maths, however it is essential to use maths to add value and accuracy to arguments and presentations and only a basic understanding of math's can help you to interpret many statistics and forms of data.

Averages are used to represent a group of numbers and are used in 3 ways: Mean (The average of all the data added together and divided by the number of data points), Median (The middlemost point in ascending order), and Mode (The most common point in the

data). Pie charts, bar graphs, line graphs, and scatter graphs are all used to represent data in a readable way.

Visual data is not everybody's cup of tea, some may find it interesting and easy to follow whereas some people may find it dull and uninteresting, it is important to interpret how your audience will view your graph. Factors such as size, font and colour are a good way to engage the reader as this is what the brain will focus on and essentially find easy on the eye.

Topic 2: There's a Theme Here

Methods of qualitative research involve data collection and analysis, which can be done through unstructured interviews, focus groups, or participant observation. This type of data is usually non-numerical.

The primary objective of qualitative research is to examine the stories, experiences, and views of the participants to gain a deeper insight into the subject of research.

Qualitative research involves a more in-depth and detailed analysis, which may include context that is not considered in quantitative research.

However, according to Cassess et al. (2005), the assessment of qualitative management research is more dependent on intuition than on universally accepted criteria. The assessment in this area may vary depending on one's beliefs and views.

Qualitative research consists of 4 stages:

1. Data Collection
2. Reading and re-reading data
3. Interpreting your findings
4. Completing a report

Thematic analysis is one of the most common methods of finding patterns and themes within the data collected. While it may be easy to find these themes and patterns at times, it may not be easy to find them every time.

The 6 steps to conduct thematic analysis are as follows:

1. Familiarization of the data
2. Generation of codes

3. Finding themes within it
4. Reviewing and refining the themes
5. Naming the themes
6. Writing about the themes.

Topic 3: Succeed or Fail?

What many people do not know is that even with many successes, there are some failures thrown in. The concept of failure has been looked upon as taboo in today's culture. However, it is a huge opportunity for learning and growth.

For example, Thomas Edison was the genius behind the light bulb. He failed 10,000 times before he got it right. However, he did not look upon it as failure. In fact, he stated, "I haven't failed. I've just found 10,000 ways that won't work" (Lathrop, 1890).

He further added that "many of life's failures are people who didn't realize how close they were to success when they gave up."

According to Bonnie Ware, the top 5 regrets people have before passing away are as follows:

1. I wish I had the courage to live a life true to myself and not that of what people expected from me
2. I wish I did not work so hard
3. I wish I had the courage to express my feelings
4. I wish I had stayed in touch with my friends
5. I wish I had allowed myself to be happier

Topic 4: Sharing Success

Hindsight bias is a common cognitive bias that we all experience. Despite being aware of the limitations of the functions of our brains, we still cannot overcome them completely. Daniel Kahneman, a Nobel Prize winner, has studied cognitive biases extensively in his research, including in his book "Thinking, Fast and Slow" (2011).

Another way of looking at this is the "circle of competence." This is a term that has been popularized by the billionaire philanthropist Warren Buffett, which essentially means the difference between what we know and what we think we know.

An academic research informed debate on the role of innovation, creativity, and an enterprise mindset at two Welsh Rugby Regions. Compare and contrast their innovation to date and their data collection methods for players, supporters and sponsors.

Innovation, creativity and an enterprise mindset are widely recognised as important factors in gaining a competitive edge in professional sport (Smith and Stewart, 2010). For Welsh regional rugby teams such as the Ospreys and the Scarlets, using new technologies, data analytics and creative commercial strategies can improve performance on the field while also strengthening relationships with supporters and sponsors. However, the two regions have approached innovation and the collection of data across players, fans and sponsors using different methods and approaches.

Data has also become an essential component of elite-level rugby, assisting coaches in training, injury prevention, and preparing players for matches (Jones et al., 2019). Ospreys Rugby has also taken steps in this direction by partnering with Sports and Wellbeing Analytics to incorporate Protecht mouthguard sensors during training and matches. This provides crucial data on head impacts and player loads, thus making training more individualized and improving player welfare (Ospreys Rugby, 2022). Another initiative by Ospreys Rugby is the creation of a performance analysis studentship in collaboration with Cardiff Metropolitan University. This combines theoretical knowledge with actual match data to foster more informed and creative coaching decisions (Ospreys Rugby, 2025).

On the other hand, it seems that the Scarlets are more concerned with infrastructure than with individual player performance data. Their partnership with Power and Water helps to improve infrastructure and playing conditions, which indirectly benefits players (Scarlets Rugby, 2025). Although this is useful for future performance and sustainability, it does not offer the same depth of data for individual player development. This is clearly a difference in strategy between the two clubs. While the Ospreys heavily rely on data for direct performance insights, the Scarlets invest in infrastructure and environmental technology to support players indirectly.

Fan engagement is another area where creativity plays a key role. Both the Ospreys and the Scarlets use digital tools such as social media analytics, online surveying and polling to understand their supporters better (Smith and Stewart, 2010). An example of social media involvement can be during the COVID-19 pandemic, both regions used polling to enable their fans to interact by making “Ultimate XV” teams. This therefore allowed supporters to actively contribute to club decisions (Powney, 2020).

The Ospreys have also continued to advance the digital platforms and immersive stadium experiences, obtaining in-depth information about the fans’ behaviour and interests. This has offered the club an opportunity to gather important data for marketing and sponsorship deals (Ratten, 2016). On the other hand, the Scarlets have invested more in community-based activities, such as grassroots rugby, school visits, and fans’ forums. Although these activities may not generate significant data, they help the club to foster loyalty and its identity in the region (Scarlets Rugby, 2024).

One can raise a discussion point about the need for the club to focus more on data and its monetization, just like the Ospreys, or the need to concentrate more on building relationships and engaging the fans, just like the Scarlets.

However, it is also worth mentioning that the Ospreys also carry out community work through a not-for-profit foundation called Ospreys in the Community (OitC), which works to promote sports, health, and education in the region (Ospreys Rugby, 2025). This includes sports for all, health and wellbeing initiatives such as Sporting Memories, and education and employability work with young people. These relations that the club is able to develop with the fans through such volunteering and charity work can also help the club to develop emotional relations with the fans, proving that innovation can also be relational, not just technological (Ospreys, 2025).

Sponsorship is another way to exhibit enterprise and innovation. Modern sponsors expect measurable returns such as audience engagement and reach (Holt, 2016). The Ospreys partnership with PumpJack Dataworks is a good example of a data-driven approach, providing sponsors with clear metrics while also enhancing the club's commercial intelligence (Ospreys Rugby, 2020). In this sense, data functions not only as a performance tool but also as a source of revenue.

The Scarlets opt for a different approach within sponsorships; they align their sponsors with community and sustainability initiatives rather than relying solely on digital data. This strengthens relationships with both sponsors and local supporters, embedding commercial activity into the club's wider social mission (Yahoo News UK, 2025). Both strategies show enterprise thinking yet reflect different interpretations: The Ospreys prioritise digital analytics and measurable outcomes, whereas the Scarlets emphasise long-term relational and community value.

In conclusion, both the Ospreys and Scarlets demonstrate innovation, creativity and an enterprise mindset, but the ways they do this differ throughout players, supporters and sponsors. The Ospreys use a data-driven model, integrating performance analytics, digital fan engagement and audience insights which have the potential to be monetised. The Scarlets prioritise on community engagement, infrastructure investment and relational sponsorship, this allows them to build loyalty and regional identity which is important to the club.

While the approach the Ospreys have adopted maximises measurable results and commercial advantage, the Scarlets' strategy strengthens their supporters' trust. This comparison shows that innovation in professional rugby can take different forms. Some clubs focus on technology and data to drive performance and revenue, while others emphasise community engagement and building long-term relationships. The most effective approach could be somewhat a combination of both approaches, combining digital tools with strong connections to supporters, sponsors and the local community.

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