

## BUSINESS ADVISERS:

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SOFIA KARLSSON, HEAD MANAGER OF  
EQUALITY AT THE SWEDISH ASSOCIATION FOR  
EDUCATION IN SPORTS

ADMIR LUKACEVIC, CEO AT SPORTS WITHOUT  
BORDERS

GABRIEL WIKSTRÖM, MINISTER FOR HEALTH  
CARE, PUBLIC HEALTH AND SPORT AT THE SWEDISH  
GOVERNMENT

LINK TEACHERS:  
MIKAEL SJÖBERG

## COMPANY REPORT

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NAME OF COMPANY: LOCKER ROOM TALK

COUNTRY: SWEDEN

SCHOOL: NYA BERGSKA GYMNASIUM

REGION: ÖSTERGÖTLAND, FINSPÅNG

COMPETITION: COMPANY OF THE YEAR

DATE: 2017-05-31



# LOCKER ROOM TALK

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ROGERIO SILVA - CEO

SHANGA AZIZ - COMMUNICATOR

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## THE CEO HAS THE FLOOR

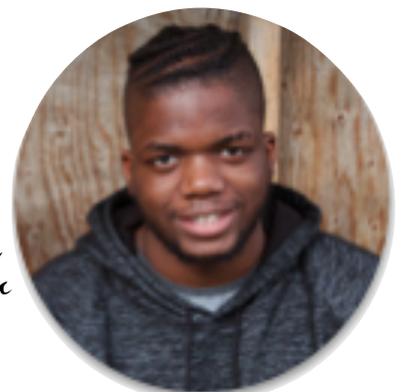
Running a company and being an entrepreneur, is in many ways motivating and life-changing. It is about taking something from an idea to reality and seeing a need in our society, creating a solution yourself, instead of waiting for someone else to do it. We addressed the challenges our society is facing today and decided to do something about it - that's why we started Locker Room Talk.

In many locker rooms, a macho-culture is created and, in many cases, a degrading view of women. When boys start to approach their teens, there is a negative change in the locker rooms. I still play American football and it's very common with guys having bad attitudes. Our business idea is to visit sports teams and meet young boys in their locker rooms to talk about gender equality and how to change bad attitudes and degrading talk in the changing rooms. To work with gender equality is in all sports teams ' core values, but they seldom have any tools to work with it.

We created material for eight different 15-20 minutes lectures to work with boys in sport teams from age 10 to 14 in a precautionary purpose, but also to send a signal to the association. And I have to say, It's been an extraordinary JA-year marked by 70 lectures with our locker room talk-method, participation in a dozen of Radio and TV-shows and collaboration with people as the Minister for Sport at the Swedish government. It's been a pleasure to do this journey with Shanga Aziz, because there's so much more to come. We are just warming up.

Rogério Silva,  
CEO

*Rogério Silva*



## PREFACE

We are sitting in a classroom in our school. Rogerio reaches for his bag and takes up a handbook entitled "company program". It's JA time again. All JA-mini companies over the years, ideas created under shaky circumstances. How can we create something significant among thousands of others and how do we know when an idea is worth developing? We are sitting as two question marks. Rogerio is thinking out loud without actually being aware of it. "Common denominators. It must be the starting point ", he says as I get a notification on my phone. After a few minutes, it will reappear and in 5 minutes I have received 3 different notifications from Swedens biggest newspaper Aftonbladet. "Two women raped at a nightclub, young girl kidnapped, women sexually harassed by men". We read the articles and finish by scrolling down to the comments. There we find comments, exclusively, that almost everyone is written by men and their message is that the women should blame themselves. They wrote questions like: "were they wearing short skirts, were they clear about saying no? ". I put my phone on the table and we look at each other. Why does it look like this? We are talking about our younger siblings, what kind of society will they grow up in? Will my little brother become part of the culture that violates women and will Rogerios' little sister be one of the victims? With this in mind, we came to the conclusion that we wanted to do something more than just selling a product without any major connection to the society. Which may work for many, but not for us.

To get a more thorough answer to our question, we started a preparatory work where we talked to more than 100 women who shared their stories about how they have been discriminated and sexually harassed by men. When we then asked them where in the society they think that degrading values about women are created, everyone answered: "men in group". Where do we find men in group? Well, everywhere. Which also became a discussion about where in the society we should start. At that moment, it became incredibly important for us to review ourselves as men. We haven't always had the values that we have today, so we looked back at our own youth, for which we as sports lovers have naturally spent a lot of time in the world of sports. We both have long experience of involvement in sports teams, and we are fully convinced that they play a major role in the issue of gender equality. In many locker rooms, a macho-culture is created and in many cases, a degrading view of women. When boys start to approach their teens, there is a negative change in the locker rooms.

A sexist and objective culture becomes normalized. A culture that we ourselves got to know when we got the opportunity to start training with the older guys. The talk in the locker room was different even though we did not really understand that at the time. The boys talked about girls in a degrading manner. A girl who they had met a week ago had suddenly become a whore because she didn't want to talk to them anymore. Homosexuality was a taboo, and the coaches could express themselves in terms such as "don't play like a girl". As you grow up in this environment, there is a huge risk of unknowingly adopting these values, and this a trend we want to change - that's why we started Locker Room Talk.

SHANGA AZIZ, COMMUNICATOR

## BUSINESS MODEL

We visit sports team throughout the whole country of Sweden and meet young guys in their locker rooms to talk about gender equality and how we can change bad attitudes. We have created material for eight lectures to work with boys from age 10 to 14 in a precautionary purpose in order to make them grow up with good values and get them to be aware of that masculinity can take different directions. We also do lectures in schools where we meet pupils in middle and high schools.

In order to concretize the work and facilitate customers who want to take advantage of our services, we have developed the following three offers that we recently have applied:



### OFFER 1 - SPORTS TEAMS IN OUR REGION

As mentioned in the introduction of this paragraph, we have developed eight different lectures where each of them are 15-20 minutes. We use this material when we meet boys from 10 to 14 years old, 15-20 minutes before their practice, once a week for a period of two months to ensure that the values are rooted. The cost of such an arrangement is 624 EUR + travel reimbursement. We cooperate with the Swedish Association of Sports and Education and because of that, sports teams can book us through them in order to get the visit paid.



### OFFER 2 - SPORTS TEAMS OUTSIDE OUR REGION

When we visit sports teams outside of our region, we don't have the opportunity to meet them every week and therefore we have divided this offer into two different parts where part two is an optional addition. We cooperate with the Swedish Association of Sports and Education and through this partnership sport teams can book us.

**Part 1:** An initial lecture which is approximately 60 minutes at a cost of 624 EUR + travel reimbursement.

**Part 2 - Optional addition:** Whole day training course for team coaches to know how to use our 8 lectures-material so they can continue the work on their own. The cost of this is: 1 022 EUR + travel reimbursement. The price includes the training of the course and the manual with all 8 lectures.



## OFFER 3 - LECTURES AT SCHOOLS

When we visit middle and high schools, we have an offer with a 60-minute lecture. The offer includes three lectures if the school wants us to meet more classes during our visit. The lecture is about how to change bad attitudes, gender equality, and we also teach how to use the right tools for redefining masculinity. When we perform school visits, we usually meet boys, but we also meet mixed groups including girls if there is a wish from the school. The cost of this is: 1 022 EUR + travel reimbursement.

## WE ARE HELPING THEM TO NEVER START

When working with younger boys, it is important for us to focus on making them relate to us. This is also the reason why we rarely read and lecture the traditional way. Furthermore, we have placed great emphasis on varying the structure to make it look more similar to their way of training. Not to mention that it's almost more important to focus on how it's done than what we say. We would like to underline that we are aware that a meaningful content is highly recommended, but given that the degrading attitude towards women and other men is not common at that age. We don't have to ask them to stop doing anything, we are helping them to never start.

## THE LOCKER ROOM TALK-METHOD

To give an illustration of what we mean, let's look at some examples. Sometimes we have reflection exercises during the warm-up, we have movies that demonstrate the bad attitude in the locker rooms to later follow it up with group discussions and we usually end our two-month period with a penalty shootout. The kids have to answer a question about what we have been working on during our latest visits before they are allowed to shoot a penalty. Simple and incredibly effective.

## QUALITY ASSURANCE

In order to assure the quality of our lectures, we have been working with a professor at a university who has been researching in gender equality in sports for more than 15 years. Together with him, we developed our material with 8 lectures to make them more evidence-based. We don't meet guys in sports teams for the purpose of talking, we do it for the purpose of making them learn about the message. We have also received education materials from national organizations we cooperate with such as Men for Gender Equality, Machofabriken and Fattaman to take a further step towards a more evidence-based methodology.



## STARTED FROM THE BOTTOM NOW WE'RE HERE

The time is around 20:30. We have just sent the last e-mail for the day. The preparatory work where we interviewed women is close to its end, and we have come to the conclusion that we want to run the company Locker Room Talk. We are sending press releases to local and national newspapers. We grab our things together and leave the classroom in our school where we have been the last few hours.

The following day we get a phone call from the local newspaper Folkbladet. Karolina Wiborn, editor of the editorial board, calls us and says she wants to write an article about the company. An article that came to play a big role in our journey. In October 13, 2016, we meet her for an interview. We are talking about why we have started Locker Room Talk and how our methodology works. When the article is published, it's widely shared on social media, and we quickly realize that we need a platform where we can be seen with our company. Discussions about finding a stable platform cause us to start a Facebook page. We decided to wait to create accounts on other social media based on the idea to grow on Facebook. We are working actively to get more dissemination of the article about the company, for example, we are contacting a friend of ours who is familiar with people that works on National TV. We ask her to share the article on her Facebook-page hoping that one of her friends on Facebook will see it in their newsfeed.

A few days later, we are the outside the palace of Aurora in our city to take some press pictures, shortly after we finish, we get a phone call. It's Karolina Wiborn from Folkbladet.



Hi guys! It is Karolina from Folkbladet.

- Hello, we answer a bit uncertainly.

- Yes, firstly I want congratulate you for the massive spread the article has received. Secondly I also have some fun news for you guys. The national TV-channel TV4 morning show has contacted me. They have apparently seen the article and want to have you guys on the show. Is it okay if I send your contact information to them?

We look at each other and couldn't believe what we just have heard. To be on national television is a great opportunity to expand as a company and importantly a chance for us to spread our message. From the outset, we had come to the conclusion that the market strategy for information dissemination would be our way to create the demand on our services. That was also the reason why we initially began to lecture free of charge for sports teams and schools that invited us. The most important thing was to do a good job with high quality in order to gain trust from those who we meet when lecturing. The ambition was and is to grow gradually, both economically and as a company in its entirety (**see page 9: The market and significant learnings**).

## TEAM LOCKER ROOM TALK

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*Rogerio Silva,*  
*CEO & Financial Manager*

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My main tasks as CEO are to constantly develop the business for the better. It is about delegating responsibility between us while ensuring that we have a positive spirit in order to make good results. Managing a company is about respecting each other while focusing on the development of the company. A process where several different factors come in to play in order to develop and take the next step in the right direction. A well-structured working environment is in many ways the foundation for a successful cooperation. I make sure that we focus on what is most important for working efficiently and with quality assurance. It is a property I have developed during the year with the help of strong leaders as our advisors, but also through a number of leadership training courses. In my role as leader, I also have an ongoing dialogue with our partners, investors and customers with the goal of continually developing. I'm also responsible for the economy and keeping track of the budget and having control over the bank account. I have great responsibilities, I do everything from billing, creating and sending invoices as well as accounting.

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*Shanga Aziz,*  
*PR & Communications Manager*

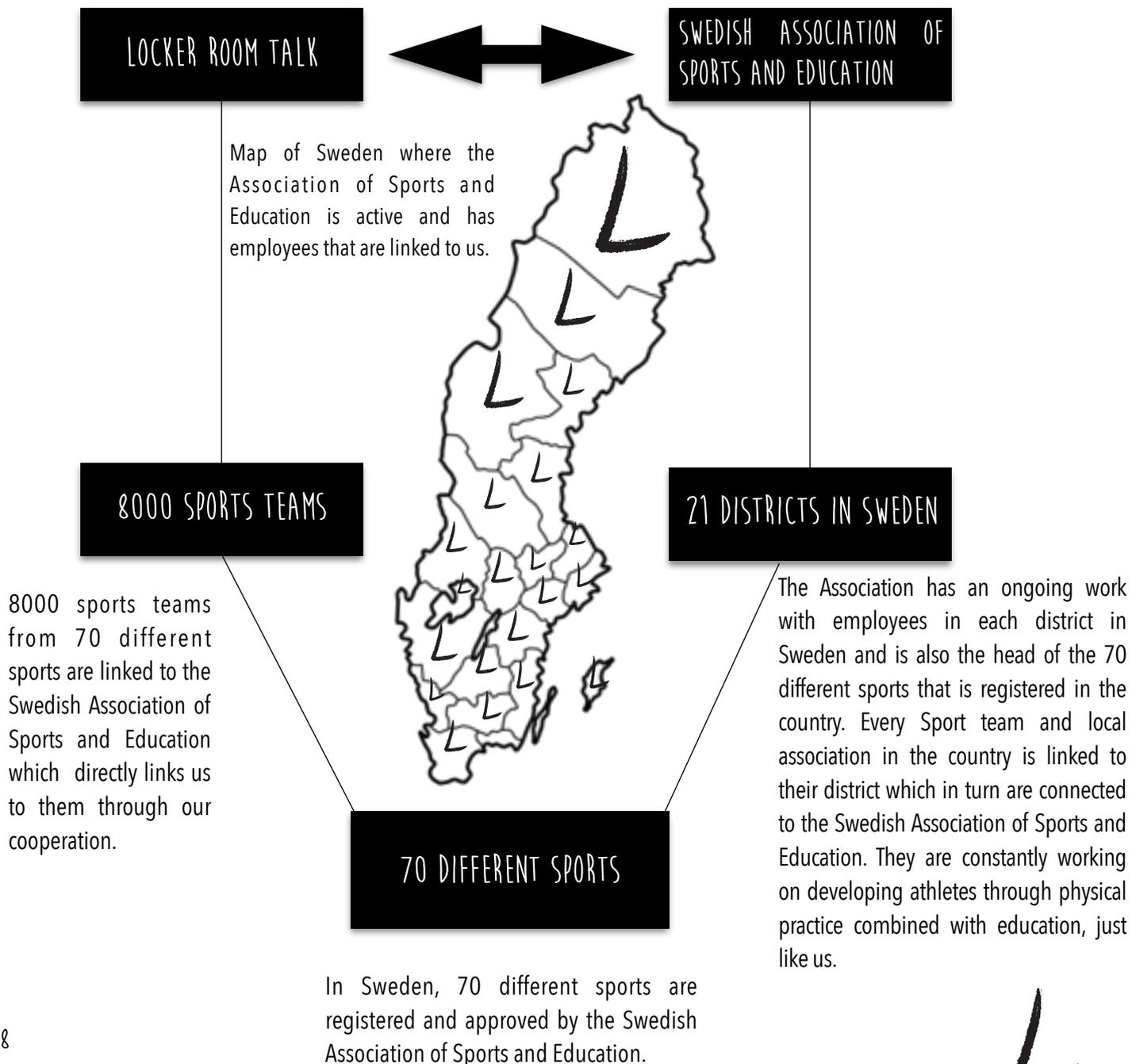
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As PR & communications manager, I am responsible for marketing our company and to maintain a respected brand. I manage our social media channels such as Facebook, Instagram and I have regular dialogue with our partners and customers. I am also responsible for coordinating meetings. Rogerio and I goes to both different classes and in different grades. due to that, it has been important to sync our schedules to get good results. One simple solution has been that we have each other's schedules that I can check when I, for example, book a meeting. One of my biggest lessons during the JA-year, is how marketing and public relations work. Participating in TV-shows and getting articles in the biggest newspapers never happens by chance, usually there are many press releases, phone calls and a number of sent mail that is the reason behind the success in media. I have also learned that we must believe in our business idea, otherwise we will lose a lot of motivation over time. Managing marketing and having a company means both successes and setbacks, and in such times, it's important for us to remind ourselves that we work with Locker Room Talk because the purpose of it is important to us.

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# TWO PLUS 21 AND 70 MAKES 8000

Our brand builds a lot on us two as people and our experiences in sport. That's why we thought it was important that those involved in the company also have a background in sport and the same ambitions as we have - which was not found in our classes. It was initially not an active choice to be two in our company. Fortunately, it has made it easier for us to work, for instance, consider the case of our economy. It has been easy for us to develop gradually and it could have been difficult to take out salaries this summer if we had been more than two from the start. In consideration of the development of the company, we will be more in the near future (**see page 11: Future plans**). But also today, In practice, we are more than two in our company due to the fact that sports teams can book us through the Swedish Association of Sports and Education. Through our cooperation, we reach out to sports teams throughout the whole country, 70 different sports and over 8000 sports teams. The Swedish sports teams are not linked to schools in the same way as in other countries. Instead, they are linked to their districts and the National Association. Let's look at how it works:



## THE MARKET & SIGNIFICANT LEARNINGS

During the JA-year, we have become aware of what it takes to run a company, and maybe even more about our customers. From the start in September 2016 we worked free of charge, customers only had to pay for our travel reimbursement. During this first period, we met 32 teams. After that we have met 38 teams. In order to have the Swedish Association of Sports and Education to pay for our lectures, we had to have an cooperation with them which did not happen directly. The starting point of the startup of our company was to not claim compensation from sport teams which usually are driven by non-profit forces, instead we created the demand of our offers through our marketing strategy which also created the opportunity for the collaboration.

We are, as far as we know, first in Sweden to lecture in sports teams with the content we have, which has meant that we have not had the opportunity to benchmark on others' experience. Therefore, we started to tryout the market. We started our pricing by going from 0 EUR to 50 EUR, from 50 to 100, from 100 to 200, and from 200 to 300. And then we have continued to increase the costs gradually and we are still increasing. Today the cost of a Lecture at a sports team is 624 EUR. Our three offers on **page 4: Business Plan**, are not the same offers as we had in the beginning when we had no clear and concrete offer. We had always adapted to the customer, which was not sustainable in a long-term perspective, as we have understood over time. Too much time was spent adjusting the lectures and the pricing for each customer. We were in need of a solid basis. Therefore, we made a summary of what kind of lectures our customers usually request and with the help of that information we could create our three offers that we use today. It is important to be adaptable and open to negotiation, but that type of work becomes much easier and more effective with a solid basis.



Running a company does not require us to know everything from the beginning, it is a process where you learn over time if you are willing. That is something we have understood and learned during the JA-year, especially when it comes to things like administration. Our Achilles heel has been the lack of interest in administrative work because both of us prefer to lecture instead of sending invoices. But we have realized that if we don't do the administrative work in a good way, our lectures will not be as good as we want them to be. A new Co-worker could be someone who has a bigger interest in the administrative work than we have.

# FINANCES

## PROFIT AND LOSS ACCOUNT IN EURO

2016-09-30 - 2017-05-31

## BALANCE SHEET IN EURO

2017-05-31

Sales		Current Assets	
Sports teams*1	3 048	Cash at bank	6 240
Schools*2	1 638	Cash in hand	138
Sales from bracelets:*3	750	<b>Total current assets</b>	<b>6378</b>
Miscellaneous income*4	2 917	Current liabilities	
<b>Total sales</b>	<b>8 353</b>	Bank overdraft	0
<b>Expenses</b>		Loans	0
Virtual Reality Headset*5	1 224	Creditors	0
Manufacture of bracelets	72	<b>Total current liabilities</b>	<b>0</b>
Logistics*6	573	<b>Balance</b>	<b>6378</b>
Miscellaneous expenditure *7	116	Represented by:	
<b>Total expenses</b>	<b>1 985</b>	Issued share capital	10
<b>Profit for the year</b>	<b>6368</b>	Profit & loss account	6368
		Shareholders funds	6378

1. 38 teams have paid for our services.
2. 8 Schools have paid for our services.
3. Sales of bracelets includes bracelets we created at the beginning of the year by ourselves which we sold for 5 EUR and we sold 150 bracelet and it also includes revenue for freight through internet sales. We then stopped manufacture them because the demand was too big and we had little time due to our lectures. We will reintroduce it in the future.
4. Miscellaneous income consists of sponsored funds that we have received from the owner of the local gym in our city who invested 2 661 EUR in exchange for being seen on promotional materials such as posters. All revenues are reinvested in the company. Award and prize money - local and regional competitions: 256 EUR.
5. We bought a Virtual Reality Headset to show our promotional film with it, but also to test the possibilities of creating lectures in virtual reality.
6. Logistic includes hotel costs: 175 EUR and food costs: 398 EUR.
7. Registration Fee: 31 EUR. Participation fee exhibition: 41 EUR and postage for sale via the internet: 44 EUR. Please note that through sales we received money back for the same amount we paid.



## FUTURE PLANS

### MANUAL - THE LOCKER ROOM TALK-METHOD



As soon as we started Locker Room Talk we had the goal of getting tools to work with gender equality in the education plans for sports teams which is launched by the Swedish Association for Education in Sports. And at the moment, together with Sofia B Karlsson, Head Manager of Equality at the Association, we have developed a manual with our eight 20-minute lectures that we have been using through the year. We launched the manual In June 7, 2017 and now we will educate others in our method. Our Locker Room Talk-method is also part of their new education plan used by all sports teams that are registered. This is the first time that gender equality has taken place in their education plans. Therefore, we will continue the collaboration with Swedish Association for Education in Sports with an agreement where teams all around the country can book us through them.



### TV-DOCUMENTARY AND NEW MANUAL

In addition to this, the national and biggest TV channel "SVT" has contacted us with proposals for recording a documentary series where they will follow us during a period of year to document the work with Locker Room Talk. Another key thing to mention is that we now also are coaches for a soccer team with guys that are 12 years old. We will work with this team both as regular coaches, but also work with gender equality a whole year in order to make another manual specially adapted for coaches. We will launch the new manual for coaches the summer of 2018.

### LOCKER ROOM TALK - A SOCIAL MOVEMENT

We will start our own business and recruit other young people who are passionate about these issues and want to work with us. We will then educate these young people, so that they can go home to their local communities and continue our work. We are currently having a dialogue with partners and especially the Reach for Change organization whose work is to help social entrepreneurs who improve the lives of young children. Reach for Change supports social entrepreneurs with both salary and provides young leaders with mentors who can guide us during the start-up of our organization.

### UPCOMING BOOKINGS

Some of our bookings this summer - 2017:



- **15 sports teams:** all over the country to use our Locker Room Talk-method with different offers.
- **4 different companies:** lecture about how they can work with attitudes at their workplaces.
- **Music festival peace & Love:** booked as speakers for one of Sweden's biggest music festivals.
- **Google:** We are booked as lecturers during the political week in Almedalen, Sweden.
- **TEDx Talk:** we will talk about why it's important to work with gender equality and attitudes in sports teams.



# SIGNATURES



FINSPÅNG, ÖSTERGÖTLAND 2017-06,09

SHANGA AZIZ,  
PR & COMMUNICATIONS MANAGER

ROGERIO SILVA,  
CEO AND FINANCIAL MANAGER

## AUDIT REPORT

I have examined the financial management and recommend that the profit and loss account and balance sheet is prepared in accordance with good accounting.

The auditors signature,  
Finspång 2017-06-09

MIKAEL SJÖBERG,  
LINK TEACHER