

# Table Soccer At School:

## Business Model Study for the Sustainability and Expansion of the “Table Soccer at School” (TSAS) Initiative

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## Introduction

**Table Soccer at School (TSAS)** is a co-funded European project that collaborates with schools to promote physical activity and sports integration, particularly in social sensitive neighbourhoods and challenging life circumstances. The mission of the project is to leverage table soccer as a means to overcome barriers and promote diversity and inclusion within the school environment, aligning with the European Commission's emphasis on sports as a tool for social inclusion.

The project implementation includes the following activities: identifying needs, conducting initial research, drawing inspiration from other sport and social inclusion initiatives at European level; selection of 12 schools in each partner country (France, Germany, Bulgaria, and Spain) to receive a soccer table and training of teachers; analysis of the results by revealing the benefits of table soccer for pupils and schools through a comprehensive quantitative and qualitative research evaluation process; studying the sustainability of the project, focusing on its business and legal model and the search for funding beyond the support of the European Union at the end of the project.

The TSAS project is being led by the International Table soccer Federation (ITSF), the main international organisation representing this sporting practice. Project partners are: the German NGO Athletes Inspire Children (AIC), specialised in educating children through sport, the Spanish university José Camilo Cela (UCJC), handling the scientific research part of the project and the Bulgarian Chamber of Commerce and Industry (BCCI) bringing the business perspective to the consortium through study of the sustainability of the project.

The goal of this document is to present a comprehensive business model study developed by the Bulgarian Chamber of Commerce and Industry (BCCI). It aims at ensuring the long-term sustainability and transferability of the *Table Soccer at School (TSAS)* project across Europe. The study addresses key strategic, financial, and operational aspects, with a focus on multi-stakeholder engagement and cross-sector partnerships.

## 1. Sponsorship-Based Business Model

Ensuring the sustainability of the *Table Soccer at School* initiative requires the development of a structured sponsorship model that actively engages private companies as long-term partners. In this context, sponsorship should be understood as a strategic collaboration that goes beyond purely financial contributions.

Companies can support the initiative by funding the purchase and installation of football tables in schools and community spaces, as well as by contributing to the organization of events, competitions, and awareness campaigns. This type of involvement allows businesses to align their activities with corporate social responsibility (CSR) objectives, particularly in the areas of youth development, education, health, and social inclusion.

A clear value proposition for companies is essential. From a reputational perspective, sponsoring the initiative enhances corporate image by demonstrating commitment to community well-being and future generations. In terms of community impact, companies directly contribute to creating inclusive, engaging environments for young people, promoting teamwork, physical activity, and social interaction.

Additionally, the initiative offers opportunities for employee engagement, such as volunteering in events, mentoring, or participating in community activities, which can strengthen internal cohesion and corporate culture. Brand visibility is also increased through association with a positive, educational, and socially responsible initiative at both local and European levels.

By combining social impact with tangible business benefits, this sponsorship model can create sustainable, long-term partnerships between the education sector, sport, and the private sector, ensuring the continued growth and success of the initiative.

## 2. National Specificities Across European Countries

Recognizing the diversity across European countries, the sustainability and implementation of the *Table Soccer at School* initiative are influenced by several country-specific factors, including legal frameworks, tax policies, cultural attitudes, and the organization of education systems. The following overview highlights key specificities in Bulgaria, France, Germany and Spain.

### Bulgaria

In Bulgaria, sponsorship is primarily governed by general commercial and donation regulations. Companies can reduce their accounting profit (the tax base for corporate tax) when making donations, with the total amount of relief reaching up to 65%, according to the Corporate Income Tax Act. Basic tax reliefs include 10%- 15 % for donations to educational, cultural, health, social institutions, foundations with public benefit activities and up to 65% in total if the donations cover more than one category of prerequisites.

Companies increasingly engage in corporate social responsibility (CSR) activities, particularly when initiatives are linked to youth, education, and local community development.

Culturally, there is growing openness to partnerships between business and education, although such collaborations are still developing. The education system is centralized, and the support of public authorities—especially municipalities and the Ministry of Education—is important for scaling initiatives. Local partnerships and direct engagement with schools are key success factors.

### France

France has a well-developed legal framework for sponsorship, supported by attractive tax incentives for companies. This significantly encourages corporate involvement in social, educational, and sports-related initiatives. Corporate Philanthropy - Under Article 238 bis of the French General Tax Code, companies making donations to eligible non-profit

organizations, foundations, or public-interest works can claim a tax reduction. The standard deduction rate is 60% of the donated amount for donations up to €2 million.

Sponsorship is considered marketing expenditure and payments made for sponsorship are fully deductible from taxable income as a commercial expense (under Article 39-1-7° of the CGI), provided they correspond to a direct commercial benefit for the company (e.g., logo visibility).

CSR is strongly embedded in corporate practices, and companies are generally proactive in supporting community-based projects. There is also a strong cultural appreciation for sport and structured extracurricular activities. The education system is centralized, but partnerships with associations and local authorities are common and well-regulated, facilitating implementation.

### Germany

Germany has a strong tradition of corporate sponsorship, supported by clear legal and tax frameworks. Sponsorship contributions are generally deductible either as business expenses when they are linked to measurable marketing or communication services, or as charitable donations when no direct return is provided. Donations are tax-deductible within statutory limits, typically up to 20% of total income or 0.4% of the combined turnover, wages, and salaries.

CSR is well established, and companies frequently engage in long-term partnerships, particularly in sports, education, and local community development. Due to Germany's federal structure, regional differences in education and public policy require tailored cooperation approaches. Collaboration with schools, municipalities, and local associations is therefore essential, and structured, transparent project models are highly valued by German companies.

### Spain

Spain offers a supportive environment for sponsorship, with legal provisions and tax incentives that encourage corporate donations, although administrative procedures can sometimes be complex.

Under Law 49/2002, companies can benefit from tax deductions for donations made to non-profit entities, generally amounting to 35%, which can increase to 40% in cases of recurring contributions. These donations must be irrevocable and made without direct compensation and are subject to a limit of 10% of the taxable base, with the possibility of carrying forward excess deductions for up to 10 years. It is important to distinguish donations from sponsorship agreements. While donations are eligible for tax deductions, sponsorship is typically treated as a deductible business expense, as it involves promotional or advertising benefits.

CSR is widely practiced in Spain, particularly among larger companies.

Culturally, sport plays an important social role, and initiatives involving youth and schools are well received. The education system is decentralized, with significant authority at the regional level, meaning that implementation strategies may need to be adapted to regional policies and priorities. Collaboration with local governments and educational authorities is essential.

While all four countries provide opportunities for sponsorship, successful implementation of the initiative requires adaptation to national contexts. A flexible, locally adapted approach—combined with a strong, unified European vision—will be key to attracting corporate sponsors and ensuring the long-term sustainability of the initiative.

### 3. Strategies to Attract Corporate Partners

Engaging companies in sponsorship initiatives related to *Table Soccer at School* requires a strategic and targeted approach that demonstrates both social value and business relevance. The following methods have proven effective in attracting and retaining corporate partners:

#### 3.1. Developing Tailored Sponsorship Packages

Creating flexible and customizable sponsorship packages is essential to meet the diverse needs and capacities of companies. These packages can vary in scale and visibility, offering options such as:

- Funding equipment (football tables) for specific schools or regions
- Branding opportunities at events, competitions, and communication materials
- Long-term partnership models with extended visibility and engagement

Tailored offers allow companies to choose their level of involvement and align sponsorship with their strategic priorities.

#### 3.2. Demonstrating Measurable Social Impact

Companies are increasingly interested in initiatives that provide clear and measurable outcomes. Therefore, it is important to:

- Define key performance indicators (KPIs), such as number of schools reached, students engaged, or community events organized
- Provide regular impact reports and success metrics
- Highlight contributions to youth development, inclusion, health, and education

Evidence-based results strengthen credibility and justify continued investment.

#### 3.3. Building Partnerships with Industry Associations and Chambers of Commerce

Collaborating with business networks, industry associations, and chambers of commerce is a powerful way to expand outreach. These organizations can:

- Facilitate access to a broad base of companies
- Endorse the initiative and enhance its credibility
- Support matchmaking between sponsors and beneficiary institutions

Such partnerships help position the initiative within established business ecosystems.

### 3.4. Showcasing Success Stories and Pilot Implementations

Demonstrating real-life examples is key to attracting new sponsors. This can be achieved by:

- Presenting pilot projects with tangible results
- Sharing testimonials from schools, students, and partner companies
- Promoting case studies through media, events, and digital platforms

### 3.5. Aligning with ESG (Environmental, Social, Governance) Priorities

Positioning the initiative within the ESG framework significantly increases its attractiveness to companies. Table soccer initiatives contribute particularly to the “Social” dimension by:

- Promoting inclusion, equal opportunities, and youth engagement
- Supporting education and well-being
- Encouraging community interaction

Clear alignment with ESG goals enables companies to integrate sponsorship into their sustainability strategies and reporting.

A combination of tailored engagement, measurable impact, strategic partnerships, and alignment with corporate priorities creates a compelling value proposition for companies. By addressing both business and societal objectives, the initiative can build strong, long-term sponsorship relationships and ensure sustainable growth.

## 4. Enhancing School Participation in Table Soccer Initiatives

Increasing school participation in initiatives such as *Table Soccer at School* requires a coordinated approach that combines awareness, practical integration, institutional support, and user-friendly implementation tools.

### 4.1. Awareness Campaigns Targeting School Leadership and Teachers

Raising awareness among school principals and teachers is a critical first step. Targeted communication campaigns should:

- Highlight the educational, social, and health benefits of table soccer
- Present the initiative as an easy-to-adopt and low-cost activity
- Use testimonials and success stories from other schools

Engaged school leadership is key to ensuring institutional support and long-term commitment.

## 4.2. Integration into Extracurricular and Educational Activities

Embedding table soccer into school life increases its relevance and sustainability. This can include:

- Incorporating it into extracurricular clubs and after-school programs
- Using it as a tool for developing soft skills such as teamwork, coordination, and strategic thinking
- Linking it to educational themes such as physical education, social inclusion, or even basic mathematics and physics concepts

Such integration ensures that the initiative is not perceived as a standalone activity but as part of the broader educational experience.

## 4.3. Collaboration with Ministries and Local Education Authorities

Institutional backing significantly enhances outreach and credibility. Cooperation with Ministries of education and local authorities can:

- Facilitate access to schools through official channels
- Support recognition of the initiative at national or regional level
- Provide co-funding or logistical support

Public endorsement can accelerate adoption and scaling across education systems. It can be successfully done with the support of the ITSF national members in the respective countries.

## 4.4. Providing Easy-to-Implement Toolkits for Schools

Practical support materials are essential for successful implementation. Schools should be provided with:

- Clear guidelines on how to set up and manage activities
- Ready-to-use educational and training materials
- Templates for organizing competitions or events
- Maintenance and safety instructions

Simple and accessible toolkits reduce administrative burden and encourage more schools to participate.

By combining targeted awareness, practical integration into school activities, institutional collaboration, and user-friendly resources, the initiative can significantly expand its reach and ensure active and sustained participation from schools.

## 5. Engagement of Local Public Authorities

Political and institutional support from local public authorities is essential for scaling and sustaining the *Table Soccer at School (TSAS)* initiative. Effective engagement requires structured mechanisms that align the initiative with public priorities and deliver tangible local benefits.

### 5.1. Engaging Municipalities and Regional Authorities

A proactive and targeted approach is needed to involve local authorities, including:

- Direct outreach through meetings, presentations, and participation in local forums
- Collaboration with municipal departments responsible for education, youth, sport, and social affairs
- Leveraging existing networks and partnerships to facilitate introductions and trust-building

### 5.2. Positioning TSAS as a Public Value Initiative

To secure political support, TSAS should be clearly framed as a tool contributing to:

- Social inclusion and equal access to activities for diverse groups
- Youth engagement and development of soft skills
- Community building and active lifestyles

Aligning the initiative with local policy priorities increases its relevance and attractiveness to decision-makers.

### 5.3. Securing Co-funding and In-Kind Support

Local authorities can play a crucial role by providing financial or non-financial support, such as:

- Co-funding the purchase of equipment or organization of events
- Providing access to public spaces (schools, community centres, sports facilities)
- Supporting logistics, communication, and promotion at local level

In-kind contributions are often a practical and accessible way for municipalities to get involved.

### 5.4. Integration into Local Development and Education Strategies

Long-term sustainability depends on embedding the initiative into existing policy frameworks. This can be achieved by:

- Including TSAS in municipal or regional strategies for education, youth, and sport

- Linking the initiative to broader development goals such as social cohesion and public health
- Establishing formal agreements or partnerships with local authorities

Such integration ensures continuity, institutional ownership, and potential for scaling.

## 6. Replication of the TSAS Model Beyond Schools

Replicating the “Table Soccer at School” project model across other areas of society offers strong potential to foster social interaction, well-being, and inclusion in diverse environments. The concept can be adapted as follows:

### Universities

Table soccer can serve as an informal social hub, helping students build connections beyond academic settings. It can support orientation activities, reduce stress during exam periods, and encourage intercultural interaction among international students.

### Hospitals and healthcare facilities

In healthcare environments, table soccer can be introduced in common areas to support mental well-being and provide light recreational therapy. It can be particularly beneficial in long-term care settings, rehabilitation centers, and pediatric wards, encouraging socialization and emotional relief for patients and visitors.

### Workplaces and corporate environments

Incorporating table soccer in office spaces can enhance team building, improve workplace morale, and promote short active breaks during the workday. It can also be used as part of employee engagement programs and informal networking opportunities.

### Community centers and public spaces

Table soccer installations in community centers, youth clubs, and public areas can create inclusive gathering points for people of different ages and backgrounds. This encourages intergenerational interaction, community bonding, and accessible leisure activities.

Overall, adapting the model to these sectors can extend its impact beyond schools, creating shared social experiences, strengthening community ties, and contributing to healthier, more inclusive environments. This broader application can enhance social interaction, well-being, and inclusion across different target groups.

## 7. Sustainable Funding and Long-Term Impact

Engaging companies in funding football tables not only for schools but also for wider community use represents a sustainable funding model. To achieve such funding and long-term impact, the “Table Soccer at School” initiative should evolve into a multi-stakeholder model that combines corporate support, community engagement, and measurable social value.

## 1. Build a structured sponsorship model

Develop clear sponsorship packages for companies (e.g. branded tables, naming rights, visibility at events). This gives businesses tangible benefits while supporting both schools and community spaces. Position the initiative as part of corporate social responsibility (CSR) strategies.

## 2. Expand to a community-based ecosystem

Move beyond schools by placing tables in universities, workplaces, and public spaces. This increases usage, visibility, and attractiveness for sponsors, while demonstrating broader social impact.

## 3. Create strategic partnerships

Collaborate with municipalities, educational institutions, sports organizations, and NGOs. Cross-sector partnerships strengthen credibility, unlock co-funding opportunities, and embed the initiative in local development strategies.

## 4. Introduce co-funding mechanisms

Combine private funding (companies) with public or EU funding programs related to youth, health, and social inclusion. This diversification reduces dependency on a single source and improves financial resilience.

## 5. Measure and communicate impact

Track key indicators such as participation rates, user satisfaction, social inclusion outcomes, and well-being benefits. Regular reporting helps demonstrate value to sponsors and supports long-term commitment.

## 6. Engage stakeholders through ownership

Encourage schools, communities, and partners to co-manage the tables and activities. Shared responsibility increases sustainability and ensures the initiative is actively used and maintained.

## 7. Organize events and competitions

Local and regional tournaments can generate additional visibility, media interest, and community engagement, while also creating opportunities for sponsorship activation.

## 8. Develop a scalable model

Standardize implementation (guidelines, toolkits, partnership models) so the initiative can be easily replicated in new locations and even across countries.

By combining diversified funding, strong partnerships, and clear social impact, the initiative can transition from a project into a sustainable, scalable program with long-term benefits for education, communities, and businesses alike.

## 8. Success stories

### “100 Foosball Tables for Schools” Initiative

The “100 Foosball Tables for Schools” initiative, launched by the International Table Soccer Federation, represents a successful and sustainable model for promoting table soccer as an inclusive and accessible sport for young people.

Introduced in 2022 in the context of the ITSF World Cup in Nantes, the project aimed to create a lasting legacy by donating 100 football tables to local schools. Its core objective is to encourage youth participation in sport while ensuring accessibility for people of all ages and abilities.

#### Key Features of the Model

The initiative is based on a sustainable public-private partnership approach. Local companies finance the donation of football tables through contributions to the ITSF Foundation, which in turn provides the equipment to schools. In countries such as France, companies benefit from significant tax incentives (up to 60% tax deduction), making participation attractive and financially viable.

#### Benefits for Stakeholders

- For schools:
  - Free football tables
  - Training materials and guidance
  - Opportunities for exchanges and networking with other schools
- For companies:
  - Brand visibility through logo placement on donated tables
  - Public recognition during official handover events
  - Financial incentives through tax deductions (where applicable)

#### Impact and Results

Since its launch, the initiative has demonstrated strong growth and scalability:

- 210 schools (mainly primary schools) engaged
- 359 companies involved
- Expansion beyond schools to 4 universities and 1 hospital

#### Inclusive Table Soccer Initiative in Nepal

The “100 Foosball Tables for Schools” initiative of the International Table Soccer Federation demonstrates strong potential for global impact and social inclusion through its implementation in Pokhara, Nepal.

As part of the ITSF Fund project, a football table was donated, installed, and introduced at the Shishu Bikash Kendra, a long-established center dedicated to supporting neurodivergent children. The activity was organized on the occasion of the International Day of Persons with Disabilities, reinforcing the initiative’s commitment to inclusion and equal access to sport.

### Key Elements of the Practice

- Provision of equipment adapted for inclusive use
- On-site installation and training to ensure effective utilization
- Engagement of local partners for logistics and technical support

### Impact

More than 50 children at the center now benefit from table soccer as part of their daily activities, contributing to their social interaction, motor skills development, and overall well-being. The initiative created a highly positive and engaging environment, demonstrating the power of sport as a tool for inclusion.

### Partnership Approach

The successful implementation was supported by collaboration with local stakeholders, including private sector and sports organizations, highlighting the importance of multi-actor