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STIRLING SCHOOL OF SPORTS**

**CORPORATE AND SOCIAL RESPONSIBILITY IN
PROFESSIONAL FOOTBALL CLUB ORGANIZATIONS**

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A thesis submitted to the School of Sports, in fulfilment of the requirements for the degree of
Doctor of Philosophy

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“THE LONGER I LIVE, THE MORE I LEARN”
(Solon the Athenian)

“I KNOW ONE THING, THAT I KNOW NOTHING”
(Platon, Socrates Apology)

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Three sets of football clubs were adopted for evaluation, as can be seen in Figure 4.1. The rationale behind this triangular schema is underpinned by the premise that the chosen clubs are influential contexts in which CSR practice and theory develops and evolves both in a national and cross-national perspective. There are several reasons why such a multiple case study design (with three levels of analysis) was chosen.91

First, the triangular design presented at Figure 4.1 reflects a ‘top-down’ approach to move from general to specific contexts when examining CSR. Shifting sequentially and independently from an international to a national and then to an organizational research setting for examining CSR in football clubs, it is a step-by-step narrowed-down logical process to define the emergence of principal ideas regarding the concept; or else to move from general CSR principles, rules, and agendas to specific contexts, conclusions and outcomes. Compared to single case study designs, the main advantage of the ‘top-down’ methodology lies in the fact that it allows questioning of CSR not only as an organization-specific business tactic with great variations in terms of quality and format, but also as socio-business strategic intersection that currently gains momentum across the industry of sport internationally.91

Secondly, given that the concept is in many cases misconceived, misinterpreted and context-specific, the ‘top-down’ design allows for definition of corporate and social responsibilities on the part of football clubs from multiple angles; providing both descriptive and explanatory insights at the same time. Instead of just focusing on one football club as to address what CSR entails for football organizations, our

research design is believed to provide more knowledge and insights, in that it addresses aspects of the concept through multiple methods, in varied football clubs, and across different levels of involvement (whether local, national or international). However, future research could use our methodological design upside down, for instance by examining one specific club, then creating a CSR typology, and subsequently move on testing this typology in different national and international football markets. To this end, research attention would be needed on the selection of a relevant football club that could be used as representative pilot case, provided that football clubs are different one to another.92

Lastly, among the purposes and advantages for mixed-method evaluation designs such as the design proposed in Figure 4.1, Greene et al., (1989) highlight five major ones that might enhance the evaluation and are of relevance to this methodology; Triangulation, complementarity, development, initiation and expansion. The next subsections address these issues and provide additional information as to how the three levels of analysis informed each other.93

Triangulation: The design proposed at Figure 4.1 offers a sense of ‘triangulation’. Triangulation is achieved by intentionally using more than one method of gathering and analyzing data about the same phenomenon (in this case CSR) in order to seek convergence and corroboration and to eliminate the inherent biases from using only one method (Denzin, 1988). Triangulation of results increases chances to control, or at least assess and account for, some of the dangers or multiple causes influencing the results obtained by different football clubs. To this end, this thesis adopts and implements different methods simultaneously and independently to provide triangulation, testing the consistency of findings obtained by football clubs about CSR through different research instruments. Specifically, in our triple-level case study design a content analysis (Study 1) is followed by interviews (Study 2) and complemented with personal observation and involvement by the researcher (Study 3).....93

Complementarity: The design employed by this thesis offers a sense of complementarity. Complementarity seeks elaboration, enhancement, illustration and clarification of the results from one method with the results from another method. It involves using different results to measure overlapping but sometimes different phenomena, as well as clarifying and illustrating results from one method with the use of another method. In our case, complementarity is achieved in two

ways offering a learning process to continually add information and reinforce knowledge about hidden underlying aspects of CSR in football clubs. First, there is ‘practical’ complementarity as far as the business development of football clubs is regarded. Football is becoming global, thus a research design that accounts for organizational, national and international aspects of CSR is of need. In addition, Figure 4.1 offers ‘theoretical’ complementarity in that information is gathered and filtered through different research tools. Specifically, a content analysis of web pages is complemented by analysis of annual reports and archival documents, followed by interviews with key managers, and personal observation and participation by the researcher.93

Development: Within the proposed methodological design lies an aspect of ‘development’. Development means that the results from one method inform, shape and help develop subsequent methods or steps in the research process. To this end, the research rationale and design adopted within this thesis is of relevance in that the results from one method could be used to develop subsequent methods (i.e. the results of a content analysis lead to a CSR typology which in turn help develop a case study protocol and interview guide). In this thesis findings from study 1 lead to study 2, and respectively results from study 2 are used as basis and motivation for study 3. More fundamentally, results obtained by an international content analysis on CSR activity in football clubs (Study 1) show that the national context in which a football club resides and operates often influences the way it addresses its CSR-related matters. This leads to the development of a second study, whose purpose is to encapsulate and assess national characteristics/factors that impact on the development of the concept within professional football clubs. Following outcomes from study 2, a third study can be developed aimed at binding the methodological logic together and offering a sense of research development. To this end, study 2 identifies that certain football clubs show a greater level of integration between CSR and other business strategies. This finding provided the conceptual basis and impetus for the development of an in-depth examination of CSR in a specific football club. Study 3 is aimed at identifying organizational implications and practical aspects of the concept’s development, consider what CSR integration with other football business strategies may entail, and define the benefits of such integration.94

Initiation: The research design proposed at Figure 4.1 allows for ‘initiation’. Initiation looks for paradox, contradiction and new perspectives in the hope of discovering why such contradictions exist. In this regard, our research design stimulates new research questions or challenges results obtained through one method. It offers a new way to come up with creative alternatives to traditional or more monolithic ways to conceive and implement evaluation of CSR in sport organizations. More fundamentally, in-depth interviews with chief executives and other top or bottom-line managers, along with personal observations and participation of researcher in general meetings, in many cases suggest new insights on how CSR has been perceived, prioritized and valued across different football clubs. Inside tips and hidden information, as opposed to corporate CSR communications –i.e. the official web-sites and annual reports –can lead this investigation into different challenging avenues.95

Expansion: It is of equal importance that our proposed research design has the ability for ‘expansion’. In our case, integration of procedures mentioned above (content analysis, personal participation, semi-structured interviews) expand the breadth of the overall study and likely enlighten the more general debate on social change through football clubs, CSR and professional football governance, the importance of public and private sector in this process, the role of national business systems in the development of CSR in football clubs, and the impact of international pressures and momentum on the development of a wider football-related CSR agenda.95

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Between January 2010 and May 2010, official internet sites of the G-25 football clubs were evaluated on an ongoing basis for information related to CSR. CSR reports available to the public were also collected and assessed to complement the web disclosure with additional information relating to a club’s corporate social reporting. While precise descriptions of how qualitative data should be collected, organised and presented remain elusive (McCracken, 1998), the content analysis followed steps suggested by Hill (1994), and was based on existing literature on CSR and CSR in football clubs..... 118

First, as CSR is loosely centred on the notion that organizations should be concerned with their economic, legal, social, and discretionary responsibilities (Carroll 1991, 1979), websites and annual reports were scanned in their entirety for explicit and implicit statements regarding clubs’ moral, ethical, legal, and social responsibilities to both internal and external constituencies. The aim of this review was to identify disclosure of CSR type activities, including descriptive information and more strategic information, reveal patterns among the information collected, and identify appropriate terms (see table 5.1). The database of results contained findings on a variety of CSR categories, such as on the themes of CSR (i.e. education, health), the clubs’ missions and objectives (i.e. altruistic, business-oriented), and the stakeholder groups targeted (i.e. fans, youngsters, disabled individuals). Debateable and contentious categorisations and nodes relating to CSR were discussed with the two supervisors for reconciliation. Information was also collected regarding partnerships with other organizations (i.e. community, commercial, political, social), and the means through which CSR is carried out (i.e. football foundations, departments, projects)..... 119

Secondly, the information acquired was sorted and categorized by club, types of stakeholder, and national context. A search for similarities within the information was undertaken, resulting in the discovery of a number of interrelated and expressive themes. This step involved the reading and rereading of all data points several times, organizing similar information into separate groupings. Table 5.2 presents an example for one club of the content analysis data collected in different CSR areas, including motivations, vehicles of execution, themes, stakeholders targeted, and partners. Records of this form for all G-25 clubs were prepared as the core database for analysis. 119

Thirdly, given that the purpose of this thesis was to address CSR from a club-based point of view, the results from each club were coded and recorded separately. Data was extracted by the researcher according to an agreed framework of data requirements and contexts, using a pre-set broad term structure. The final coding, classification and headings were derived through discussion with both supervisors and based on previous literature in the general area of CSR and CSR in football clubs. The results were finally sorted under the following headings: youth development/community coaching initiatives, education/learning initiatives, charity/fundraising activities, social inclusion initiative (gender and disabled), fan-led initiatives, and health-related initiatives. 120

Particular attention was additionally paid to understand how CSR communication was used (following recommendations of Tixier, 2003). Three elements of Tixier’s theory appeared to be relevant to the determination of CSR communication in football from an international perspective whilst encompassing CSR’s national characteristics..... 120

(1) Integration of CSR to the corporate-football strategy – whether or not a football club presents its CSR activities separately to its commercial and football activities
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For academics, the research approach and findings of this thesis contribute towards understanding the underlying dynamics and role CSR plays in professional football club management. This thesis offers CSR ‘sense-making’ from an organizational point of view. As noted, CSR research has just begun to tap into the sport management discourse in general and football club corporate governance in particular, and this thesis is notable for several reasons.223

First, there is a theoretical contemplation to be made that goes beyond football organizations and expands into the general area of management studies. While the intellectual debate on the role of CSR for business is growing, this thesis provides middle ground and an alternative way to deal with the two sides of the CSR coin. The ‘umbrella model’ presented in the previous section illustrates the strategic intersection of marketing, PR, CSR and corporate strategy. Turning the CSR umbrella upside down is not an easy task and requires both managerial attention and future research. Findings as obtained by professional football club organizations point out the importance of CSR communication, CSR development, and CSR integration with other strategies as being critical areas that require further attention, especially in professional sporting contexts. Having made this remark, research not only should apply and develop further the ‘umbrella’ model in other less socially sensitive business sectors but also account for the actions needed on the part of corporate organizations (i.e. communication strategy, development strategy, integration strategy) as to firstly develop a solid CSR umbrella and then turn this umbrella into a battery for storing the strategic benefits CSR provides..223

Secondly, a theoretical contemplation is related to the way CSR is communicated. While academia debates whether and why organizations communicate their good deeds and if traditional marketing tools are appropriate in such process (Mohr et al, 2001; Schlegelmilch and Pollach, 2005; Van de Ven, 2008), findings of this thesis suggest that football club organizations have progressed on this matter, often identifying a number of reasons to communicate their good deeds. Football clubs communicate various social issues though traditional and new media channels; issues that go beyond and above typical CSR expectations commonly addressed in

other business sectors. In addition, despite the fact that previous research proposes that business organizations generally engage in either explicit or implicit CSR communications (Tixier, 2003; Matten and Moon, 2007), this research points out that strict cultural dichotomies on CSR communication may not be applicable in the football context. Football clubs do not firmly limit their efforts in either discrete or explicit communications. In contrast, they ebb and flow between these fundamental approaches, most often influenced by situational/social parameters resting in their overall organizational and national business system.223

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ABSTRACT

While professional football clubs are facing increasing pressures to balance their business with social goals, an important unanswered question is whether these rather stakeholder-oriented organizations understand the nature and impact of corporate and social responsibility (CSR). Research has yet provided little information on how football clubs perceive and react to CSR. This thesis examines how three important aspects of CSR (communication, development and integration with other strategies) evolve across different football clubs and cultures. Because specific clubs may have unique social responsibilities attributed to them, the current study is not limited to one industry and one particular club / segment. It rather contains three complementary

case studies and explores CSR activities associated with an overall 38 professional football clubs residing in a pan-European, national (league), and organizational context respectively.

Specifically, the primary international analysis reveals that while most football clubs communicate various CSR efforts, these activities primarily refer to ten distinct areas. These areas, as well as prior literature, served as the framework for the development of an international football CSR typology. In addition, qualitative results gathered from a second study across football clubs from the same national context sought to determine the moderating role of national business system characteristics (i.e. legislations, socio-political drivers, internal and external barriers, and phases of CSR development). The results of a third study generally supported the aforementioned contentions providing additional information on the strategic benefits more integrative CSR can offer.

Synthesizing outcomes and findings from three complementary studies, this thesis develops a conceptual model that brings together the two different views of the modern CSR debate. This conception theorises CSR as being a legally, socially and organizationally constructed umbrella positioned over the corporate organization. On one hand, CSR is an umbrella protection to cover up corporate irresponsibility, window-dress illegitimate actions, and distract public attention from sensitive business issues. On the other hand, more collaborative, planned, participative and long-term involvement to CSR activity can turn the umbrella model upside down and provide a collector of public support, or a battery where public benevolence can be stored and reused for future purposes. These findings are discussed in the context of contributions to the field of sport management and marketing, practitioners within the football industry, and scholars pursuing a research agenda in the area of CSR and sports. Future research suggestions are forwarded.

CHAPTER 1

INTRODUCTION

Corporate social responsibility (CSR) has emerged as a significant matter in modern business management, with ‘ethical’ decision-making increasingly receiving considerable support from within the organizational culture (Trevino and Nelson, 2007). While different levels of social engagement are apparent, a growing number of corporations across different sectors and industries embrace the concept and as a result team up with public, commercial and NGO actors to deliver social initiatives. This trend is increasingly spreading around the professional industry of sport and football in particular, with a growing number of football clubs formulating social partnerships and/or designing self-interested social schemes.

The increase in the importance of football-related CSR may be partially explained by the dramatic public pressures that professional football faces due to its over-commercialization and the socio-economic power that it has gathered over the

years; pressures that are beyond economic sustainability (i.e. by the newly introduced financial fair play policy of UEFA) and may extend to social sustainability matters (i.e. transparent operation). While the development of CSR initiatives by football clubs becomes more intense and hence sophisticated, conceptual and empirical research is still required. Only recently have scholars attempted to provide information on how CSR evolves and develops in the football industry and particularly within professional football club organizations. This thesis is located within this body of work and provides insight on the way CSR is integrated with key corporate governance concerns of professional football management. It draws on the important role of CSR communication, development and implementation, and offers an organizational rationale for understanding the benefits of CSR both for football clubs and society.

1.1 CONTEXT OF THESIS

Over the last three decades, corporate social responsibility has become an increasingly significant matter on the wider social, political, business, and research agendas. Different conceptions have been put forth as to define social responsibility on the part of business organizations, with the goal of understanding its nature and context. The current state of affairs, including theoretical and managerial justifications, broadly argues ‘not only is doing good the right thing to do, but it also leads to doing better’ (Bhattacharya and Sen, 2004; see also Kotler and Lee, 2005).

CSR has consequently moved from an ideology, whose scope voluntarily ebbed and flew on the periphery of organizational activity, into a central strategy at the core of corporate activity (corporate DNA) (Porter and Kramer, 2006; Walters and Chadwick, 2009). This shift in the perception of CSR has led to an increase in the

number of business organizations that embrace the concept (Margolis and Walsh, 2003), with many struggling with this effort (Lindgreen et al., 2009).

While instances of CSR activity have become even more prevalent at local, national and supra-national levels, it has been also argued that there is agreement neither on its meaning nor on its constituents. No single widely accepted definition exists. For instance, Bowen (1953) broadly defined CSR as the obligation of businessmen to pursue those policies and make those decisions which are desirable in terms of the objectives and values of our society. Carroll (1979) conceptually categorized these corporate obligations into economic, legal, ethical, and discretionary, and since then, CSR has theoretically grown on a broad understanding of business being part –and not apart –of society.

From a philosophical perspective, and more fundamentally, opinions on CSR deviate between two extreme ideological poles: (1) shareholder capitalism, which is conceptually grounded on neo-liberal economic assumptions, and (2) corporate citizenship, which is based on moral philosophy. At one extreme are those who agree with Friedman's (1970) famous contribution that the only social responsibility of a firm is to make profit. On this basis CSR is justifiable only when it is in the organization's self interest. At the other side of the spectrum are those who seek social change and thus see CSR as a capitalistic answer to communism, often aimed at decreasing the dominance of financial capital within social, economic and political life. In that sense, a corporation is viewed as a legitimate and integral citizen of society tied with certain societal obligations that extend beyond its immediate economic, technical and legal requirements (Carroll 1979, 1999) and, to some extent, help in meeting social demands in a responsible manner (Maignan et al., 1999).

CSR's interpretation thus still depends upon how one perceives the relationship between business and society to be, together or apart, and may be the key reason why the concept has diversified and developed further most notably on a conceptual basis. This development reflects the influence of different disciplines (e.g. political and environmental science) and various theories including, agency theory, institutional theory, stewardship theory, the resource-based view of a firm, and the theory of a firm (for a review see McWilliams et al., 2002; Windsor, 2006). In management studies, CSR significantly overlaps with the stakeholder concept, which itself has since been treated as a foundation for the theory of an organization (Donaldson and Preston, 1995) and a framework for defining the relationships of business and society (Rowley, 1997).

A review of the existing management and organizational literature on the topic reveals that CSR research has developed across three lines of inquiry in terms of the level of analysis: (1) definitional and theoretical work, (2) motive-based research, and (3) performance-oriented studies. The first category consists of articles focusing on the understanding of the construct and its implications. This type of research has principally shaped the CSR discourse providing theoretical frameworks that latterly became basis for further analysis; often synonymising CSR to business ethics, ethical consumerism, and environmentalism. In addition, different philosophies behind business response to CSR (e.g. political, ethical, instrumental, and integrative for a list see Garigga and Melle, 2004), and the relevance of the concept on risk management, organizational functioning and market positioning (Paine, 2003) have come into light.

The second category is based on articles focusing on the motives and drivers for social engagement (Bucholtz et al., 1999; Fitzpatrick, 2000). This stream of research includes a discussion of the macro social effect of CSR, as well as issues like

managerial perspectives and understandings. It stresses the importance of seeing an organization in a wider stakeholder-based view and considers that longer managerial engagement with stakeholder issues broadens the acceptance and legitimacy of the CSR scope (Quazi, 2003).

The third category adopts an organizational level of analysis focusing on the impact that CSR activities may have on organizational performance and processes. The majority of these studies adopt managerial rationales and suggest a positive link between CSR and corporate performance (Margolis and Walsh, 2001). In that lies a powerful argument that stakeholders generally appreciate and react positively to CSR initiatives, with companies accruing strategic benefits including enhanced employee commitment, consumer loyalty, and improved business performance (Maignan et al., 1999; Maignan and Ferrell, 2001), along with enhanced customer responses and brand image (Walker and Kent, 2009). In addition, it stresses the importance of measuring and controlling the sort of returns corporations may expect when engaging in CSR-type efforts including reduced costs and mitigation of risk (Blake, 2007).

More recently, however, a fresh stream of research has emerged with scholars endeavouring to answer developmental concerns and engage in efforts to define CSR according to a more dynamic and implementation-based perspective (Maon et al., 2010). Research on internal and external factors of social change in organizations (Aguilera et al., 2007; Basu and Palazzo, 2008), along with developmental CSR phases/stages (Mirvis and Googins, 2006), and the design and structure of CSR structures and strategies (Haslin and Ochoa, 2008; Maon et al., 2009; Russo and Tencati, 2009) has found fertile ground in which to flourish. According to this perspective, organizational (change) processes and functional adjustments have to take place within the organizational culture in order to fully and successfully apply

the CSR concept. During this process, managerial views evolve and organizational processes change, either in a radical or transformational fashion, as to incorporate and prioritize social principles and stakeholder demands within the decision-making process (Dunphy et al., 2003; Doppelt, 2003).

While the study of CSR has become increasingly important in the management and organizational behaviour literature, sport management scholars have also engaged in considerable efforts to investigate the relevance and characteristics of CSR in sport. Although all of the papers on CSR in sport highlight the lack of attention that CSR has received in sporting contexts, there is now a growing body of literature on the subject. This current high ranking of CSR in sport research agendas is reflected on a growing number of refereed journal articles (i.e. *Journal of Management and Organization*, *European Sport Management Quarterly*), edited reports (Brown et al., 2006 for Football Foundation) and single or multiple authored research papers (Morrow and Hamil, 2003); all of which broadly acknowledge the appropriateness of sport not only as a vehicle for delivering CSR but also as a platform for researching the occurrence of the phenomenon (i.e. Smith and Westerbeek 2007; Walters and Chadwick, 2009; Walters and Tacon, 2010).

There lies an argument that sport provides organizational scholars with certain advantage infrequently found in other industries (Slack and Parent, 2005), in that sport organizations possesses several distinct attributes that help the development of CSR-type activities, including the communicational power of “star players”, the global appeal of the sport product, and the strong ties with local and national communities. For instance, Smith and Westerbeek (2007), studying how sport can play a potential role in bridging the gap between economic and social issues, found seven unique features of and opportunities for sport CSR. Discussing and accepting

these distinctive aspects of professional sport, the relevance of CSR initiatives and opportunities for sport organizations become even clearer.

- (1) The popularity and global reach of sport ensure that sport CSR has mass media distribution and communication power.
- (2) Sport CSR has youth appeal. Children are more likely to engage in a CSR program if it is attached to a sport organization or to a sport personality
- (3) Sport CSR can be used to deliver positive health impacts through programmes and initiatives designed around physical exercise
- (4) Sport CSR will invariably involve group participation and therefore aid social interaction
- (5) Sport CSR can lead to improved cultural understanding and integration
- (6) Particular sport activities may lead to enhanced environmental and sustainability awareness
- (7) Participating in sport CSR activities can provide immediate gratification benefits

Drawing on these opportunities, there are other critical perspectives that highlight the importance of CSR in sport. Given the widespread understanding of sport as being an activity positioned in the centre of social life, it has been characterized as a lens through which to see the larger social perspective of symbolism, collectivism, identification, community, and sociability (Coalter, 2007; Sutton et al., 1997). As such, the affective component that sport holds, often seen as team or fan identification, provides a powerful opportunity for CSR activity and in turn is a great platform for communication of social messaging; in that sport CSR might have a greater emotional impact on its stakeholders than conventional CSR initiatives.

Given the fertile ground that sport provides for CSR initiatives, research on sport CSR has developed further most often relying on conceptualizations developed in the mainstream CSR literature. Sport CSR research has broadened along two themes: (1) motive-oriented propositions and (2) outcome-oriented studies. The first category includes a number of studies that focus on the reasons and motives behind engagement to sport CSR, from a professional sport team angle (Sheth and Babiak, 2010), an event-based view (Babiak and Wolfe, 2009), a league-wise stand point (Hamil and Morrow, 2011), and a stakeholder-based perspective (Walters and Tacon, 2010). The second category of sport CSR research includes papers that focus on the intrinsic link between CSR and financial performance, often using some form of measuring and evaluating sport consumer responses and patronage intentions (Lachowetz and Gladden, 2003; Irwin et al., 2003; Roy and Graeff, 2003; Walker and Kent, 2009; 2010).

1.1.1 CSR and Professional Football Clubs

While scholars have long acknowledged broadly the ability of sport at delivering social outcomes including improved physical health, enhanced education, social inclusion, empowerment and peace building (for more see Jarvie, 2003; Beutler, 2008; Coalter, 2007), corporate social responsibility has grown its significance and relevance in professional football or *soccer*. The trend is particularly prevalent across different professional football entities, with a growing number of clubs, players and one-off events engaging in partnerships with local, commercial and social actors as to effectively address social issues to different sets of stakeholders.

Although one may argue that CSR is a façade or marketing ploy whose purpose is to cover up potential corporate irresponsibility, or the “dark side” of professional football such as financial mismanagement, excessive spending on player

wages and unsustainable levels of debt, the phenomenon currently shapes the way football clubs apprehend, prioritize, and contemplate their corporate role and societal place. This is obvious if one considers the emergence of cross-national alignments between football clubs and international charities, such as the agreement between Barcelona FC and UNICEF, or more recently with Qatar Foundation. CSR appears to have intensified its presence within football club management; with a multitude of clubs exercising CSR-related practices, becoming members of CSR networks, and/ or formulating independent or club-based structures to deliver CSR by their own.

From a philosophical perspective, CSR in professional football is broadly grounded on an understanding of football clubs as being stakeholder-oriented organizations centrally embedded within the society, due to their geographical location and the close ties with certain cultural groups. Having emerged from schools, churches, and even workplaces, it has been long acknowledged that football clubs have become homes of civil pride (Burnham, 2004; see also Walters and Chadwick, 2009); often called ‘societies’, for example in Germany and England, with certain socio-political capacities/qualities and an effective monopoly on the rights associated to them. As a result, football clubs are largely seen as focal point of community identity and a place of mediation where divergent and conflicting social and stakeholder interests can interact.

Despite being mostly limited companies that exist to facilitating participation in and the spectating of organized football, professional football clubs are as well regarded social and cultural institutions with abilities at sustaining the fabric of our society (Kennedy and Kennedy, 2007). Since they consist of entities that rely on human, financial and social capital, they play a significant role in the development not only of business outcomes but also of local cohesion and a sense of place (Morrow,

2003). However, there, according to Morrow (2003), lies a serious conflict between the role of football clubs as profit-maximizing businesses and football clubs as utility-maximizing social and cultural institutions.

This conflict of football-related business and social interests, as Brown's et al report (2006) explains, may be a result of the increasing complexity of the environment which football clubs find themselves in, and on the notion of 'the community' as becoming more complicated and elusive in the highly-institutionalized world of football (Bale, 2000; Johnstone et al., 2000). This highly-institutionalized and increasingly competitive business landscape creates a situation in which inclusive approaches need to be undertaken, with research at club level confirming the increasing need for stakeholder management as to accrue sound governance and strategic management (Szymanski, 1998; Bale, 2000; Barn and Baines, 2004).

The important role of CSR as a tool to achieve such an inclusive approach has well been acknowledged (Walters and Chadwick, 2009; Breitbarth and Harris 2008). For instance, Harris and Breitbarth (2008) used a mix of induction and deduction process reasoning as to illustrate the pivotal position that football can play in the delivery of diverse socio-political values. The authors identified four broad areas of relevance/importance: football as a business agent that creates value to other business; football as a humanitarian agent that promotes social value through its social initiatives; football as a social agent that encourages cultural value such as identification, participation and collectivism; and football as a functional and reassurance agent that helps on the removal of community tensions.

Up until today, a small but steadily growing number of sport management scholars have attempted to investigate CSR on the part of professional football club organizations; often applying some aspects of the stakeholder concept. For instance,

Chadwick and Walters (2009) draw on the strategic advantages the delivery of CSR through a Trust model can bring, with reputation management, brand building, partnerships generation and the removal of community tensions as being some noticeable benefits accruing from the engagement of a football club with its stakeholders.

1.2 OVERVIEW OF PROBLEM

Despite the well-accepted belief that CSR enables football organizations to meet their stakeholder obligations, various unresolved issues remain. On the one hand, mainstream CSR research puts pressures towards studying CSR in a more dynamic long term organizational perspective, with the goal of defining how the concept and its constituents are integrated with business strategies and organizational cultures being timely and reasoned. On the other hand, further evidence both empirical and conceptual is needed to understand the importance of CSR on the part of professional football clubs from a stakeholder perspective. Such an inquiry may involve an effort to define how the emerging structural CSR-related changes (i.e. the formulation of Foundations, Trusts, and limited by guarantee companies by football clubs) may impact the corporate governance and culture of professional football.

Examining the integration of CSR with other football strategies and functions can provide insight on how to avoid serious misalignment between the football business and CSR strategies and functions. This misalignment may result in the allocation of scarce corporate resources to CSR programs that in turn provide minimal benefit to the beneficiaries and the football club. The principal causes of the misalignment between business and CSR strategies can be traced to how football clubs structure, plan, implement, fund, and staff their CSR departments or

Foundations / Trusts, as well as on the way they perceive and communicate their CSR efforts.

Given that professional football clubs operate in different national business systems (and leagues), follow different rules, and have different corporate governance models and sizes, this is a demanding field of inquiry in that football CSR-related practices differ and vary from club to club. The purpose of this thesis therefore is to investigate three important CSR topics that integrate the sport management and marketing literature. This will enhance understanding of CSR integration into professional football club governance. Together the examination of these topics offers insight on how CSR principles are incorporated within the football club business and draws timely, reasoned and authoritative conclusions about questions left unanswered in the area of CSR and professional football clubs. The three key CSR topics of this thesis (CSR communication, CSR development/implementation and the business case of CSR) and the research questions deriving from them are discussed in more detail in the following sections.

1.2.1 CSR Communication and Football Clubs

Football organizations increasingly use CSR activities to deploy their corporate brand in the eyes of their fans, spectators, and online consumers. They use a variety of techniques to communicate their social messages, such as through corporate channels (annual reports, CSR reports, Websites, players) and independent means (media coverage, the press). In some elite cases, movies and documentaries have developed to communicate CSR and the social side of football clubs in local, national, and international levels (see efforts by Real Madrid FC, Barcelona FC, Inter Milan FC).

While academia debates whether organizations should communicate about their CSR initiatives and whether traditional marketing tools are appropriate (Mohr et al., 2001; Schlegelmilch and Pollach, 2005), research on how CSR communication evolves and develops within professional football club organizations, along with its fit with other communication strategies, brand management tactics, and stakeholder wants, is still under-developed. CSR communication on the part of professional clubs has received little research attention, with scholars often ignoring its importance on the integration of CSR principles and attributions into football governance objectives.

In addition, there are still diverse views on whether or not social commitment should be communicated to the public (Maignan and Ralston, 2002), and this appears to vary by country and/or culture (Matten and Moon, 2005; Tixier, 2003). This cultural debate is conceptually based upon legitimacy (are football clubs obliged to respond to community issues beyond just making profit?), societal expectations (i.e. media attention and public scepticism), and national business systems (i.e. legislations, political systems, overall proneness to CSR). On this basis the following key research questions can be asked.

Research question/ contribution to knowledge:

- (1) What kind of CSR-related issues do football clubs address with stakeholders?
- (2) How do football clubs communicate their CSR efforts, if they do so?

In addition, a systematic, cross-club examination of CSR communication from a multi-cultural football perspective could offer an essential understanding on what corporate responsibilities football clubs recognize as socially responsible, and to whom are intended to communicate and consequently want to engage with. Given that football clubs operate under different national business systems and usually comply

with an overall national mode towards CSR, an answer is needed on whether there are international dimensions when football clubs communicate their CSR initiatives.

Subsidiary questions:

(3) What communication strategies are followed and how do these differ amongst clubs and national spaces?

(4) Are there international dimensions to this?

1.2.2 CSR Development / Implementation and Football Clubs

Although CSR now appears as an important dimension of professional football management, the dynamic and practical aspects of developing a CSR orientation within a football club organization have emerged only recently in the literature (Walters and Chadwick, 2009; Walters and Tacon, 2010). While scholars debate upon what different approaches (radical or incremental) and structures (departments, trusts, or social partnerships) could ensure the integration of CSR into the club's culture and strategy, the developmental side of CSR has not received yet the attention it deserves particularly on the part of professional football club organizations.

The developmental process of CSR in football club organizations from a practical perspective is therefore under-researched, and hence there is shortage of insight on how CSR actually unfolds within a football club organization, along with its implications for football governance. Significant matters relating to this and requiring specific attention are the ways, the models, and tools football clubs use to plan, develop and control their social initiatives.

On the other hand, club-based empirical research is required to understand how CSR's development has evolved and of how it may develop further. On this basis, there are research issues to be addressed concerning aspects of CSR's

adaptation and integration into a club's strategy. These include potential institutional barriers, organizational implications, developmental phases and an understanding of the drivers behind social change in football organizations.

Research question/ contribution to knowledge:

(1) What kind of drivers of change do clubs identify as reasons to adopt CSR?

(2) Are there internal and/or external barriers to the development of more participative, collaborative and thus sophisticated CSR?

Subsidiary question:

(3) How is CSR developed within football club organizations (planning, implementation, control) from a long term perspective, and can developmental phases be identified during this process?

1.2.3 The Business Case of CSR and Football Clubs

The basic belief that CSR can be helpful for football clubs clearly drives corporate interest and attention on the subject, with different levels of appreciation and actual engagement being prevalent. Based on the reasoning that CSR can offer a “win-win” scenario for the club and its communities, football clubs endeavour to answer concerns and engage in efforts to measure the impact of their actions from a performance-oriented perspective. On this basis, research interest has increased on the understanding of indirect and tangible business benefits and social outcomes deriving by football CSR initiatives (Walters and Chadwick, 2009).

In a context in which CSR-related literature tends to be segmented on identifying CSR benefits in a linear view, this thesis attempts to identify and offer

business and social benefits as accruing in a phase-dependent progressive rationale. There lies an argument that business and social benefits occur gradually, and not momentarily –along a journey during which CSR becomes more integrative and responsive to the club and its stakeholders.

Research question/ contribution to knowledge:

- (1) How is CSR integrated with other corporate strategies? What does such integration entail?
- (2) Are there business and social benefits as occurring by the application of more sophisticated (participative and collaborative) CSR? What are they?

Subsidiary question:

- (3) How can a football club maintain or leverage CSR-related benefits and diminish CSR-related risks in a long term perspective?

1.3 STRUCTURE OF THE THESIS

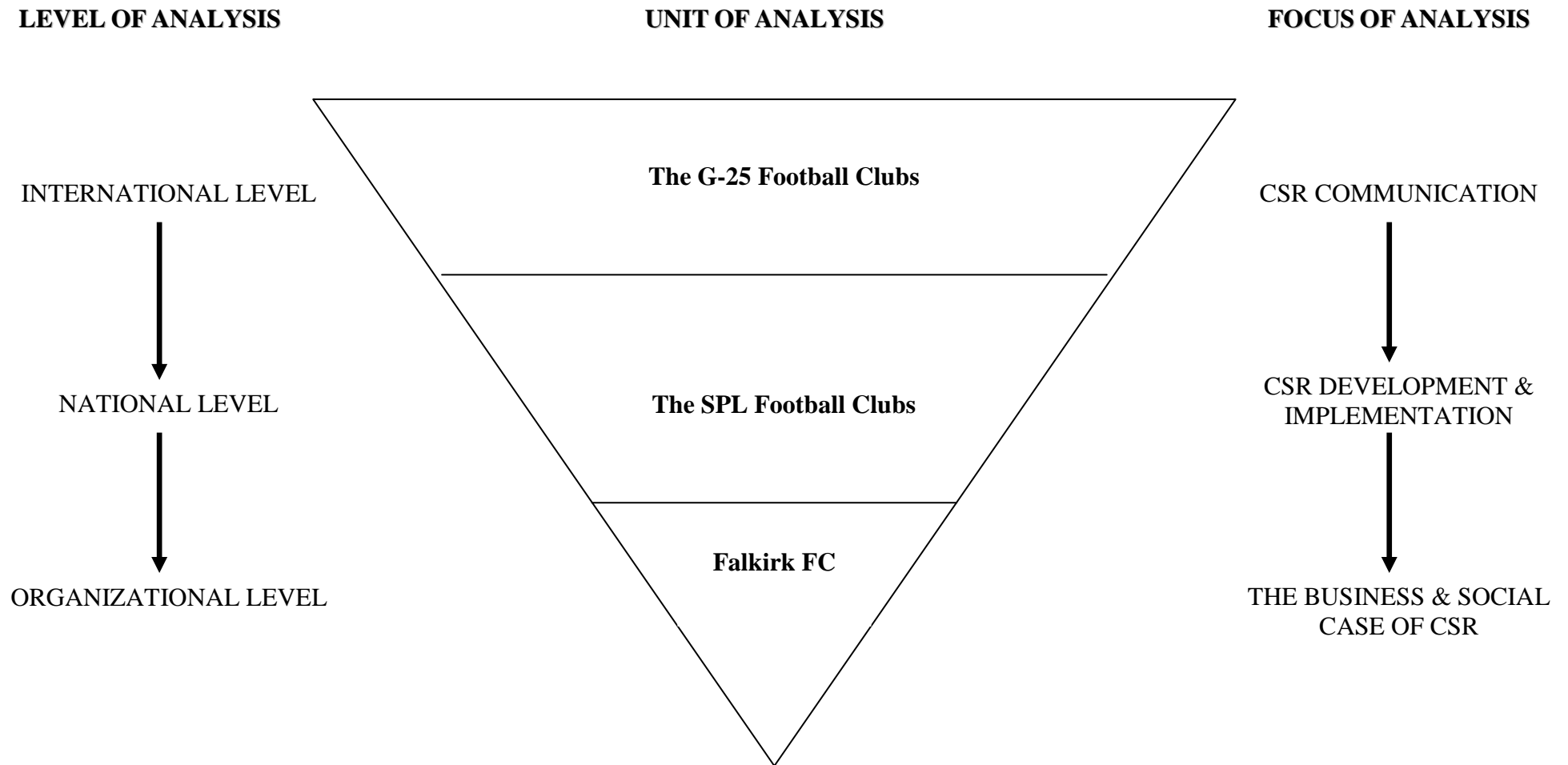
The thesis is structured into 8 chapters. Chapter 1 consists of the introductory part of the study including the context of the thesis and an overview of the research problem. Chapter 2 is an extensive review of the mainstream CSR literature that draws on the definitional antecedents, theoretical links, and existing findings on the topic. This review then narrows down to specific CSR research areas such as the integration, the communication, and the development/implementation of CSR, before focusing on existing findings on the area of CSR and professional sports. It concludes drawing on research gaps and opportunities that drive this enquiry further.

Chapter 3 is a critical review of CSR and professional football clubs. It draws on drivers that have led professional football clubs to change their perception towards CSR and engage in greater extent into social initiatives, while considering the development of the CSR concept from an international, national and organizational perspective. It proposes a club-based model as to define the implications of different levels of CSR involvement for professional football clubs, while critical research gaps and key research questions are drawn out.

Chapter 4 consists of the methodological grounding of the thesis focusing on the legitimacy of the procedures used to answer the key research questions. It is conceptually divided according to the key areas of inquiry of the thesis (communication, development/implementation and the business case) using a three-level mix method research design (see Figure 1.1). The first analysis is a content analysis of CSR communications in the G-25 football clubs, which serves as a review of CSR activity in football clubs and provide answers on the first set of research questions. The second step of analysis is a multiple-case study research design drawing on primary and secondary data collected across twelve professional football clubs from the same league. This methodology serves as an in-depth analysis of CSR development in a specific national league, and provides answers on the second set of research question. Later, a third research design, a case study of a specific professional football club, is employed in order to examine the phenomenon of CSR from an even closer view. This analysis focuses on binding the methodological logic together, while it provides answers on the third set of research questions.

Chapters 5, 6, and 7 are concerned with the findings of this research. Chapter 5 presents the results collected from the G-25 football club analysis, and links our findings with existing propositions and previous research. Chapter 6 reveals the

FIGURE 1.1
METHODOLOGICAL STEPS FOR EXAMINING ASPECTS OF CSR INTEGRATION IN PROFESSIONAL FOOTBALL CLUB ORGANIZATIONS



findings of the second analysis drawing on results that concern CSR development (planning, implementation, control) in professional football clubs from a specific national league perspective. Chapter 7 presents the results from the third analysis illustrating business and social benefits of CSR integration in a specific football club.

The thesis then moves to Chapter 8 which binds the findings of the three studies into a conceptual and theoretical rationale. This section highlights the research findings and contribution to knowledge, and proposes several implications and limitations. The thesis concludes providing future research avenues, while highlighting aspects of CSR in professional football that require further research attention.

CHAPTER 2

REVIEW OF LITERATURE

As globalization reshapes the business landscape, new business methodologies have been adopted by firms. The dramatic competitiveness, over-saturation and increased complexity of modern business has led more and more corporations to re-think their strategies and invest in alternative business and product features, so as to develop and sustain a competitive advantage. In addition, a growing number of external agencies including governments, activists, and the media have become ‘keener’ at pressuring companies to account not only for the economic impact of their actions, but also for the social consequences of their decisions (Porter and Kramer, 2006). Within this constantly shifting and demanding environment, CSR has increased its importance amongst business organizations.

This literature review considers several aspects included in the discussion of business and society as well as sport and social responsibility. It regards CSR as an umbrella concept that encompasses several principles that help organizations to both meet social demands and create a sustainable competitive advantage. Consecutively, it

goes back to the historical and theoretical evolution of the CSR discourse, while linking key empirical research findings. The review then considers the changing face of CSR. It observes the phenomenon through stakeholder management lenses and highlights the increasing role of developing and communication CSR principles as to achieve both stakeholder management and business objectives.

This analysis is followed by a narrowed-down examination of CSR in the professional industry of sport, whose purpose is to consider the practical and theoretical evolution of the concept across this specific business context. Related research findings are discussed, general research problems are identified, and future research avenues are drawn. This leads to chapter 3, where CSR is examined in a specific sport context, that of professional football, and from a specific angle, that of professional football club organizations.

2.1 CORPORATE SOCIAL RESPONSIBILITY

As corporations gather enormous power, their business decisions are becoming increasingly significant for society, often affecting directly or indirectly the context we live in, structuring our lives accordingly. However, with this politico-economic power comes many responsibilities, with the idea that greater power results in more social obligations increasingly receiving considerable support. There lies an argument that a business exists for more than just maximizing its profits, and those corporations that fail to meet their social responsibilities risk the power they have earned (Davies, 1960).

Over the last 50 years, research on the area of business and society has attempted to identify the points of intersection between corporate strategies and societal demands, with the goal of understanding to whom corporations have

responsibilities and even what these responsibilities are (Carroll, 1999) being particularly prevalent. The concept of CSR has since then been treated beyond profit maximization (Davis, 1960; Backman, 1975), as instances of voluntarism (Manne and Wallich, 1972), as economic, legal, ethical and discretionary activities (Carroll, 1979), and as a response to broader social problems within social systems (Eells and Walton, 1974; Hay et al., 1976). As a logical and legitimate effect, CSR has emerged as an inevitable necessity and inescapable priority for business leaders in every country, moving all the way into corporate boardrooms.

There are four prevailing justifications for the widespread acceptance of the CSR concept in the business world. First, there are increasing instances that business organizations have become more aware of the impact of their actions due to public responses on issues they had not previously thought and/or addressed. Although corporations are not responsible for all the problems of the world, nor do they have the resources to solve them all, they are largely seen as holding a moral obligation to be good citizens and “do the right thing” (Matten et al., 2003). Unsurprisingly, more and more endeavour to find shared value in operating practices and in the social dimensions of competition context, often addressing issues ranging from labour standards (see case of Nike) to global warming (see case of Google).

This underlines that together with a duty to meet the product and service needs of society, corporations have to achieve commercial success in ways that are in line with ethical values and respect people, communities, and the natural environment. This means addressing the legal, ethical, commercial and other expectations society may have, and making decisions that fairly balance the claims of shareholders with the demands of key stakeholders. According to Steiner (1972), this moral obligation is grounded in the social contract between corporations and the environment in which

they operate. In that sense, as a business organization becomes larger and more complex, it should apply its vast resources, expertise, and management talent not only for its circumscribed ends but also for resolving problems that may affect its long run survival in the society (Anderson, 1982; Hosmer, 1991).

Secondly, the increase of CSR across modern business is conceptually grounded on the notion of sustainability. This state of affairs emphasizes environmental and community stewardship, implying that companies should operate in ways that secure long term behaviour in a politically correct and not socially detrimental or environmentally wasteful manner. Furthermore, driven by increasing legal and public demand for greater corporate accountability, this justification stresses the importance of formulating strategies that fosters longevity, transparency, and proper employee development. As a result, CSR has emerged as a sustainable-related tool whose purpose is to create shared value and lead to self-sustaining solutions.

Thirdly, CSR is justifiable from a legal perspective. As corporations pursue growth within a highly-institutionalized marketplace, they have encountered new legal challenges that may impose limits to their growth and potential profits. International laws and governmental regulations increasingly mandate CSR, often conducted to ensure that corporations are prevented from harming the society. For instance, up until 2005, 64% of the 250 largest multinational corporations have already published CSR reports as to tackle legal interference and promote their brands (Porter and Kramer, 2006). Applying CSR hence offers a concrete way to identify issues that matter to legal stakeholders, including regulators, local citizens and competitors. In effect, it is a defensive mechanism to outsiders' forces that helps avoiding compliance and costly penalties.

Fourth and finally, although CSR has its early roots in business philanthropy, it also makes good business sense. While CSR appeals to business as a means of giving back, many organizations consider it a rather strategic investment. On this basis, CSR has been treated as a responsive tool in the wake of scandals and public scepticism (Frankental, 2001; Lin, 2010), as a brand building and reputation management technique (i.e. as cause-related marketing and relationships marketing see Maignan and Ferrell, 2004; Blomqvist and Posner, 2004), and as a business strategy that increases profitability (Margolis and Walsh, 2001; 2003). Nonetheless, the business case of CSR has raised various criticisms often based on the incongruence between CSR and the purpose of business. The critics of CSR argue that the concept is aimed at distracting the public from ethical questions posed by illegitimate business operations, while it provides a subconscious level of advertising (Fry et al., 1982), and is nothing more than an invention for public relations (Frankental, 2001).

2.1.1 **Definitional and Theoretical Evolution**

The idea of CSR dates back to the early 20th century when business colossuses, such as Ford, began donating funds to improve social conditions. However, ancestral morphs of social responsibility as an event of social donations can be observed in ancient societies such as Ancient Greeks, Romans and Egyptians. Back in these times, wealthy tycoons of the local community supplied materials and money for both the implementation of theatrical and sport competitions as well as for the purpose of war. In return, as Thucydides described 2400 years ago (see Mastrapas, 2003 in *History of Ancient World*), the community recognized their crucial input by declaring publicly their names on walls, roads, or even warships, all aiming to offer fame after death.

In a modern perspective, CSR became even more significant after the industrial revolution, and in particular during the late 1960s when corporations had to increasingly face growing public activism and scepticism on their role in social issues (Clark, 2000). On those grounds, many have endeavoured to define CSR and its constituents, with CSR meaning something but not always the same thing to everybody (Van Maarrewijk, 2003). This has led to a great deal of variation as far as a uniform definition of CSR is regarded, with many scholars agreeing that a ‘one size fits all’ definition should be abandoned mainly because CSR is a wide-angle perspective (Castka et al., 2004; Lantos, 2001). As a result, numerous definitions and theories have been brought to bear on the matter of CSR. Tables 2.1 and 2.2 summarize the definitional and theoretical evolution of the concept of CSR.

Bowen (1953) first attempted to define CSR in his book ‘*Social responsibility of the businessman*’. His view that CSR is the obligation of businesses to pursue those policies and make those decisions which are in the same direction with the values of our society has been characterized as the birthplace of the modern CSR thinking and largely accepted as a key framework for CSR until today (Wood, 1991; Carroll, 1999; Garigga and Melle, 2004; Maignan and Ferrell, 2004). Within this concept lies an argument that businesspeople are responsible for the consequences of their actions in addition to the usual financial performance accounting and associated statements.

Later, during the 1960s the discourse was developed further with three authors providing more concrete ideas associated to CSR. Davis (1960), building upon Bowen’s proposition, defined CSR as ‘...the firm’s consideration of, and response to, issues beyond the narrow economic technical and legal requirements’.

TABLE 2.1 CSR DEFINITIONS AND RELATED CONCEPTS

<i>Author(s)</i>	<i>Definitions</i>	<i>Related Concepts</i>		
		Nature of CSR Commitment	Theoretical Approach	Focus of CSR Commitment
Bowen (1953)	'the obligation of businessmen to pursue those policies and make those decisions which are desirable in terms of the objectives and values of our society' (p. 6)	Moral obligation	Ethical	Society at large
Friedman (1970)	'to use its resources to and engage in activities designed to increase its profit so long as it stays within the rules of the game' (p.125)	Moral obligation	Instrumental	Shareholders
Drucker (1984)	'to tame the dragon that is to turn a social problem into economic opportunity and economic benefit, into productive capacity...and onto wealth' (p. 62)	Discretion	Instrumental	Internal stakeholders
Maclagan (1998)	'may be viewed as a process in which managers take responsibility for identifying and accommodating the interests of those affected by the organization's actions' (p. 147)	Discretion	Integrative	Specific stakeholders groups
CSR Europe (2003)	'the way in which a company manages and improves its social and environmental impact to generate value for both its shareholders and its stakeholders by innovating its strategy, organization and operations'	Discretion	Integrative	Specific stakeholders groups

TABLE 2.2 SELECTED THEORETICAL CONCEPTS OF CSR

<i>Author(s)</i>	<i>Nature of theoretical perspective(s)</i>	<i>Key argument/ results</i>
Friedman (1970)	Agency theory	CSR is indicative of self-serving behaviour on the part of managers, and thus, reduces shareholder wealth
Freeman (1984)	Stakeholder theory	Managers should tailor their policies to satisfy numerous constituents, not just shareholders. These stakeholders include workers, customers, suppliers, and community organizations
Donaldson and Davis (1995)	Stewardship theory	There is a moral imperative for managers to 'do the right thing' without regard to how such decisions affect firm performance
Donaldson and Preston (1995)	Stakeholder theory	Stressed the moral and ethical dimensions of stakeholder theory, as well as the business case for engaging in CSR
Jones (1995)	Stakeholder theory	Firms involved in repeated transactions with stakeholders on the basis of trust and cooperation have an incentive to be honest and ethical, since such behaviour is beneficial to the firm
Hart (1995)	Resource-based view of the firm	For certain companies, environmental social responsibility can constitute a resource or capability that leads to a sustained competitive advantage
Jennings and Zandbergen (1995)	Institutional theory	Institutions play an important role in shaping the consensus within a firm regarding the establishment of an 'ecologically sustainable' organization
Feddersen and Gilligan (2001)	Theory of the firm	Activists and NGOs can play an important role in reducing information asymmetry with respect to CSR on the part of consumers
McWilliams and Siegel (2001)	Theory of the firm	Presents a supply/demand perspective on CSR, which implies that the firm's ideal level of CSR can be determined by cost benefits analysis
Waldman et al (2004)	Strategic leadership theory	Certain aspects of CEO leadership can affect the propensity of firms to engage in CSR. Companies run by intellectually stimulating CEOs do more strategic CSR than comparable firms
Maon et al (2010)	Organizational theory	CSR is indicative of business value changes and organizational culture shifts, all of whom aimed at providing room for more sophisticated stakeholder management

This view was also supported and extended by McGuire (1963) and Frederick (1960). These authors broadly acknowledged the obligation of businesses to enhance total socio-economic welfare, whilst using their resources for broad social ends and beyond economic and legal obligations.

The 1970s were marked by a strong debate on the importance of CSR for business. Milton Friedman (1970), a neoliberal economist, strongly expressed that firms have only a premium responsibility to their direct investors, that of maximizing profit and that the mere existence of CSR was a signal of an agency problem within the firm. This agency theory perspective implies that CSR is a misuse of corporate resources and a wasteful mismanagement of corporate funds that would be better spent on valued-added projects or returned to shareholders. Friedman (1970), developing on Levitt's consideration that 'government's job is not business, and business' job is not government' (1958, p. 47), strongly supported that CSR is a waste in that it is only used by managers for advancing their careers or other personal agendas.

In contrast, the notion that corporations had an obligation to improve societal welfare as a long-term self-interest gained momentum over the course of this decade (Davis and Blowstrom, 1975; Heald, 1970). For example, Johnson (1971) notes that 'instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation' (p. 50). Manne and Wallich (1972) additionally proposed an organizational perspective of CSR addressing three basic aspects, namely the setting of CSR objectives, the decision-making process as to pursue those objectives, and the financing of these objectives. Eells and Walton (1974) stressed the important role of businesses at improving societal order, focusing on the very broad social effects of

corporate decisions and actions. Later, Holmes (1976) was the first to seek empirical data from business executives about their perceptions on CSR matters, whilst Abbott and Mosen (1979) examined the Fortune 500 companies on their CSR involvement by using a content analysis.

At the end of the 1970s, Carroll's model and articulation became one of the most frequently-cited CSR models. Carroll (1979) investigated CSR in a more exhaustive manner and answered the important question of Bowen's (1953) about 'what responsibilities' should be included in a robust CSR framework. He synthesized previously conducted research with the definitions offered earlier into what he observed as the four 'facets' of CSR; economic, legal, ethical, and discretionary responsibilities.

On those grounds, economic responsibility is the foundation on which all the other responsibilities rest, and refers to a company's wealthy and profitable operations. This means that business organizations are basic economic units in society and should seek profitability by providing employment and good quality products at fair prices to customers and communities. The second responsibility in order is the legal obligation of businesses to obey the law. Legal responsibilities look upon a company's operation according to legislations and under the governmental regulations. They imply the rules of the game, the ethical duties among several competing businesses, and the boundaries of business operation that firms have to take into consideration if they want to avoid compliance and ensure license to operate.

The third facet consists of the ethical responsibilities or duties that corporations have to address in order to operate in a socially acceptable way. These ethical duties entail moral behaviours of doing what it is right, just and fair; in line with people's un-codified moral values and societal norms, and with the goal of

preventing harm caused by others (Lantos, 2001, p. 597). Finally, discretionary responsibility refers to volunteer efforts characterized by the 'giving back' principle, often aimed at achieving philanthropic and altruistic objectives. This set of responsibilities entail a voluntary desire to deal with matters outside the immediate corporate operation and are all aimed at fostering the notion of good corporate citizenship. In a philosophical and more holistic perspective, economic responsibility embodies doing what is required by capitalism, legal responsibility holds that companies do what is required by stakeholders, ethical responsibility means doing what is expected by stakeholders, and philanthropic responsibility means doing what is desired by stakeholders.

Later, during the decades of 1980s and 1990s, the definitional development of CSR was marked by two lines of thought. One of them was engaged in efforts to define the relationship between CSR and profitability (Aupperle et al., 1985; Cochran and Wood, 1984; McGuire et al., 1988). The other used stakeholder-based manifestations of CSR. Specifically, Freeman (1984) developed a stakeholder theory to explain managers' support for CSR. His view argues that managers must satisfy a multitude of different needs as occurring by different set of stakeholders (i.e. workers, customers, suppliers, local communities). This implies that corporations should not be focused exclusively on shareholders, or the firm owners, but they should satisfy the needs of different groups in the environment of the organization who can influence firm outcomes. This perspective was later expanded further by Donaldson and Preston (1995) who highlighted the business case for engaging in CSR activity by stressing the moral and ethical obligation of business organizations towards important stakeholder.

Stewardship theory and classical economic theories such as institutional theory have also been employed by scholars as to define CSR further. The former perspective is conceptually grounded on the idea that there is a moral imperative for managers to 'do the right thing' (Donaldson and Davis, 1991). The latter institutional perspective is based on environmental social responsibility and stresses the importance of repeated engagement/transaction with stakeholders. On this basis, firms that engage with stakeholders repeatedly on the basis of trust and cooperation are motivated to be honest and ethical because the returns to such behaviour are high (Jones, 1995).

Over the course of the last ten years, scholars have put efforts to conceptualize CSR into a more strategic rationale. Following Carroll's belief (1991) that the ethical and philanthropic responsibilities of a firm are of greatest importance within the business and society inter-platform, a growing number of scholars have implied that CSR should not be treated as a largely voluntary activity with a passive orientation but as an investment with strategic vision at creating a sustainable competitive advantage (Porter and Kramer, 2002; Ricks, 2005; Saiia, 2001). To the extent that firms engage in CSR strategically, this approach has been examined under the lenses of the Theory of the Firm (Baron, 2001; Feddersen and Gilligan, 2001) and the Resource-Based View (RBV) of the Firm (McWilliams et al., 2002).

The Theory of the Firm perspective implies that the use of CSR to attract socially responsible consumers should be referred to as strategic CSR in that firms provide a public good in conjunction with their business strategy (Baron, 2001). In addition, the RBV perspective of CSR stresses that social strategies, when supported by political strategies and a bundle of valuable resources at the firm's disposal including rare (Dierickx and Cool, 1989), in-imitable (Peteraf, 1993) and non-

substitutable qualities (Barney, 1991), can be used to create a sustainable competitive advantage (McWilliams et al., 2002).

In a holistic view, Garriga and Melle (2004), adopting Parsons' systems theory to CSR, categorized CSR-related theoretical conceptualizations into four dominant lines of thought; the political, ethical, integrative and instrumental approaches. First, the *political* approach focuses on the responsible use of business resources, with political theories emphasizing the social rights and duties associated with the social power of the organization. Secondly, the *ethical* approach focuses on doing the right thing. These ethical theories understand the relationship between business and society as embedded with ethical values; therefore CSR should be adopted as an ethical obligation, above other considerations. Thirdly, the *integrative* approach stresses the integration of social pressures into business operations, including theories which assert that organizations should incorporate social demands, because they depend on society for their continuity, growth and mere existence. Fourth and finally, the *instrumental* approach focuses on achieving economic objectives and refers to CSR as a direct or indirect means to a specific end: profits.

In addition, Waldman et al., (2004) have applied strategic leadership theory to CSR. The authors found that certain aspects of transformational leadership are positively correlated with the tendency of corporations to engage in CSR activities and that these leaders will adopt the CSR concept in a strategic manner. Finally, Maon et al., (2010) have recently applied aspects of the organizational culture theory of a firm as to define the drivers of social and cultural change in organizations, and the design and structure of CSR initiatives.

2.1.2 CSR Empirical Research

The numerous definitions and theoretical links of CSR identified in the previous section indicate that most of the work done with regard to social responsibility on the part of corporate organizations has mostly been conceptual in nature. In addition, it shows that the concept has evolved from a one-off –and often volunteer –business activity into a more strategic plan, encompassing several principles that can add value to the core of the business (Porter and Kramer, 2002; Saiia et al., 2003). This shift in the perception towards exercising CSR in a more strategic manner, along with the considered benefits accruing for an organization and society respectively, has led researchers to empirically investigate the role of CSR in business outcomes. Often focusing on testing conceptualizations previously made by theorists, a growing number of recent studies have attempted to provide empirical insight on the role of CSR in business and society.

Over the years, empirical research has evolved across three categories. First, there are papers that focus on whether there is a causal relationship between CSR and corporate financial performance, and the extent to which CSR and other socially-oriented programs can add instrumental financial returns to the business (Orlitzky et al., 2003; Waddock and Graves, 1997; McGuire et al., 1988). Secondly, a different body of empirical research has endeavoured to answer how CSR may be of financial importance to an organization, particularly in terms of consumer-related outcomes (Mohr and Webb, 2005; Mohr et al., 2001; Sen and Bhattacharya, 2001; Brown and Dacin, 1997) and enhanced corporate reputation (Ellen et al., 2006; Burke and Logsdon, 1996). The third stream of empirical research has put efforts on understanding the link between CSR and organizational culture attributes such as organizational performance and processes, along with managerial motivations for

applying and integrating CSR principles into business models (Berger et al., 2007; Aguilera et al., 2007; Basu and Palazzo, 2008).

In a more detailed view, the first empirical stream of CSR research is reflected in more than 100 studies that have focused on identifying short-term and/or long term economic benefits of CSR. The results have been mixed as to whether CSR leads to better financial position. Some scholars have tested CSR and short-term financial impacts, often assessing abnormal returns of a firm's engagement in socially responsible or irresponsible acts. For instance, Wright and Ferris (1997) found a negative relationship; Posnikoff (1997) reported a positive relationship, while Welch and Wazzan (1999) found no relationship between CSR and short-term financial performance.

Other studies have adopted a longer term perspective of assessing the relationship between CSR and financial performance often evaluating accounting or financial measures of profitability in a long run. Again the results have been mixed. For instance, Cochran and Wood (1984) report a positive correlation between CSR and accounting performance after controlling for the age of the assets. Aypperle et al (1985) detects no significant relation between corporate social performance and a firm's risk adjusted return on assets. Similarly, several studies, which based their evaluation on stock market related returns, have also painted a grey picture (Vance, 1975; Buchholz, 1978; Tsoutsoura, 2004).

More recently, however, Margolis and Walsh (2001), examining 80 of these studies, found that the majority certify a positive relationship, while 24 percent found no effect and 5 percent showed a negative effect. However the causal relationship between CSR and financial performance should be accepted sceptically for it may be that companies who do 'well' can afford to do 'good'. In addition, data analysis and

numerical manipulation may not be able to fully capture the principles of such a relationship, with logical arguments and robust business rationales being required to understand causality.

In a meta-analysis of the recent findings in the CSR and financial performance literature, Orlitzky et al. (2003) documented a positive relationship but also indicated that the results are still too inconclusive to draw theoretical conclusions about the relationship. The authors stressed the importance of various theoretical frameworks that have been used to conceptually ground the positive link for the corporations engaging in CSR. Stakeholder theory, slack-resource theory, good management theory, and the stakeholder-agency theory are frequent theoretical frameworks used by scholars to demonstrate how CSR can be of financial importance, including internal and external benefits not limited to reputation, image, and the environment.

In addition, several authors have focused on understanding causality patterns and moderators of the relationship between CSR and financial outcomes. These authors point out important aspects that can affect the relationship between CSR and financial performance. For instance, stakeholder mismanagement and mismatching (Wood and Jones, 1995), the general neglect of contingency factors (Ullman, 1985), and measurement errors (Waddock and Graves, 1997) may explain the inconsistencies and mixed outcomes relating to the relationship between CSR and financial performance.

Whether CSR has a positive impact on corporate financial performance or not, it still remains a reasonable inquiry for researchers, with the majority of results implying a rather positive relationship. On those grounds, the second category of empirical research has made efforts to assess the causal link between CSR and financial performance from a consumer-focused point of view. Based on the

assumption that consumers react positively to CSR-type activities, several scholars have employed empirical research designs as to substantiate how consumers' evaluations of and purchase intentions towards a corporation affected by knowledge and awareness of a firm's CSR activities (Mohr and Webb, 2005; Ricks, 2005; Brown and Dacin, 1997).

Consumer's attitudes towards the corporation and their intentions to purchase its products have also been measured (Murphy, 1997; Ross et al., 1992; Sen and Morwitz, 1996). For instance, Lichtenstein et al., (2004) found that CSR initiatives may result in both corporate benefits like enhanced actual purchase intentions and corporate evaluations, and increased benefits in the forms of consumer donations in nonprofits involved in CSR initiatives. It has also been widely accepted that consumers are favourably disposed to CSR and that CSR programs have a positive impact on customer-related outcomes (Brown and Dacin, 1997) from customers' product attitudes (Berens et al., 2005; Sen and Bhattacharya, 2001; Bhattacharya and Sen, 2004) to customers' satisfaction (Luo and Bhattacharya, 2006) and customer-company identification (Bhattacharya and Sen, 2003).

These results imply that CSR generates more customer-company identification, which is the degree of overlap in a customer's self-concept and his/her perceptions of the corporation (Curras-Perez et al., 2009). This notion is additionally reinforced by the emerging importance of 'ethical consumerism' and the significant rise on sales of products and product categories with environmental and social features (Creutz and Senning, 2006). It is also demonstrated in marketing reports. Accordingly, nearly 90% of consumers feel it is their personal duty to contribute to a better society and the environment. Some 83% are willing to change consumption habits to make the world a better place, with 76% of consumers globally claiming

they would like to purchase products from brands that support a worthy cause (Edelman Good Purpose report, 2008).

The third empirical stream of CSR research adopts an organizational level of analysis, often building upon managerial motivations for and implications from CSR integration within an organization from a stakeholder perspective. These studies have looked at how different organizations apprehended the concept, prioritized its core principles, and structured their thoughts about social responsibility. Research on organizational (change) processes and the point of intersection between CSR and organizational culture have also appeared, with the goal of understanding how CSR unfold within an organization, along with its implications, being very reasoned and timely. This empirical type of research stresses the importance of identifying and dealing with organizational adjustments required to integrate CSR principles into business models and processes (Dunphy et al., 2003; Mirvis and Googins, 2006; Zadek, 2004); while it highlights CSR as a level-by-level process along which organizational changes required to progress towards more sophisticated and thus efficient CSR implementation.

2.1.3 From Stakeholder Management to Strategic CSR

In the extended history of the definitional evolution, empirical development, and theoretical growth of CSR, significant attention has been paid to the way in which organizations choose to manage their relationships with various groups in a strategic manner. Manifold conceptualizations have been put forth, often varying fundamentally in their recognition of the nature of CSR commitments, and thus differing in their identification of the groups towards which an organization should be responsible –shareholders (Friedman, 1970), internal stakeholders (Drucker, 1984),

specific internal and external stakeholders (CSR Europe, 2003) or society at large (Davis and Blomstrom, 1975).

A theory that both underscores CSR and binds together the logic that businesses operate in a wider network including diverse groups of people with varied demands is the stakeholder theory (Freeman, 1984). Stakeholder theory is grounded on the idea of a social contract between corporations and the environment in which they reside. More fundamentally, this denotes that an organization is accountable for the various stakeholder groups in society, who have a direct or indirect affiliation to the business, because corporate interests inherently affect society and society in turn affects the company (Quazi, 2003). Employees, customers, suppliers, local communities, creditors, investors, labour and trade unions, governments, NGOs, competitors and the general public are some important entities inside and/or around an organization that can affect or can be affected by its actions.

As adopted and extended by management scholars for its descriptive accuracy, instrumental power and normative validity (Donaldson and Preston, 1995), the stakeholder proposition has emerged as a key framework for understanding the business-society interrelationships (to whom companies are responsible) and for describing the structures and dimensions of these relationships (what responsibilities) (Carroll, 1993; Wood and Jones, 1995). On those grounds, CSR significantly overlaps with the stakeholder idea since it holds that organizations operate within networks of stakeholders, face their potentially contradictory demands, and translate these demands into CSR objectives and policies. Providing this overlap, when organizations attempt to positively influence or even change stakeholders' expectations via socially-oriented initiatives (Lamberg et al., 2003) stakeholder engagement becomes 'CSR in

action' with stakeholder management being necessary in the operationalisation of CSR (Matten et al., 2003).

But what does the future hold for CSR? Is CSR a façade? Values and pressures have and will continue to shift in the external environment of an organization, given the peculiarity of the business landscape and emerging market forces such as the globalization of trade, as well as the increase in “ethical consumerism”. Rather, the underlying structure of business organizations is not as likely to change; a situation that makes the alignment between internal-business and external-societal environments even more demanding. Under these peculiar circumstances, developing CSR requires not only external legitimacy but also internal appropriateness, with organizations endeavouring to find a strategic ‘fit’ between stakeholder demands and organizational capacity of resources and capabilities.

The question thus is no longer *whether* but *how* organizations can combine stakeholder demands with CSR principles and business strategies for their own ends (Epstein and Roy, 2001). There lies a logic that CSR should be used in a more planned and integrative manner, whilst transforming its nature from a volunteer action – often responding to external concerns – to a more strategic business response (Bruch & Walter, 2005; Hess & Warren, 2005; Porter & Kramer, 2006) that could be used as ‘insurance’ for future misdeeds (Gardberg & Fombrun, 2006; Godfrey, 2005). In other words, as McWilliams and Siegel (2001, p. 125) concluded “CSR attributes are like any other attributes a firm offers. The firm chooses the level of the attributes that maximizes firm performance given the demand for the attributes and the cost of providing these attributes”.

Extending this strategic rationale, Porter and Kramer (2006) in their influential work “*Business and Society*”, highlight the importance for positive entanglement

between CSR and corporate strategy as to providing impetus for both the connection of business with society and the production of business outcomes. Consistent with McWilliams and Siegel's (2001) view, they argued that the principles and notions underlying CSR should not be thought of separately from core business strategy. In contrast, if these principles are aligned with the company's mission, core competencies and business model, they can create implicit shared value and thus may comprise the best strategic toolkit for developing and sustaining a competitive position (Porter and Kramer, 2006).

Moreover, by investigating the points of inter-connection between business organizations and the social context in which they exist, Porter and Kramer convincingly proposed two ways of seeing the strategic integration of CSR principles into business models from a stakeholder perspective; the '*outside-in*' and the '*inside-out*' approach. The '*outside-in*' approach refers to an understanding of external social factors allocated in the competition context, and thus around the organization; factors that can however impact significantly the formulation of an organization's strategy and thus its competitiveness. Issues such as the rule of law, the sophistication of local demand, the availability of human, technological and economic resources, and other unusual societal needs of dissimilar stakeholders that can be served nationally or internationally, are elements that surround a corporation; but they can also influence the '*inside*' of it in an '*outside-in*' rationale. In contrast, matters such as transparency, financial reporting practices, safe working conditions, and education and job training are institutional and business factors that can influence society in an '*inside-out*' perspective.

Building on this influential consideration, there is now broad agreement that CSR is more than a façade often seen as corporate philanthropy (Lewis, 2001).

Rather, it has become a central ingredient of management and marketing, often aligned to the internal structure, business plan and brand image. While CSR is a continuous process of adaptation, interaction and engagement with stakeholders, it also reflects deliberate business choices of activities or organizational adjustments that enable the organization to meet its objectives (Porter, 1996). On those managerial and marketing grounds, a specific consideration needs to be paid to (1) the way CSR is communicated and its link to corporate marketing/branding strategy, and (2) the way CSR is developed and its association with business objectives.

Given that this thesis is predominantly focused on professional football clubs that are particular business and social organizations with great communication power and unique characteristics for deploying CSR (Smith and Westerbeek, 2007), understanding further how CSR communication and CSR development evolves across organizations is important for both the mainstream CSR literature and sport management body of research respectively. The next part synthesizes previous propositions with research outcomes as to clarify the importance of developing and communicating CSR attributes in both a national and international perspective.

2.1.4 CSR Communication: Interacting with Stakeholders

In recent years the communication of CSR has become more and more attractive to business organizations as it helps achieve a range of objectives, including customer loyalty, return on assets, enhanced employee commitment, improved image, increased patronage intentions, and stakeholders' engagement (e.g. Walker and Kent, 2009; Walters and Chadwick, 2009; Bhattacharya and Sen, 2004; Maignan et al., 1999). Either via corporate channels (i.e. annual/CSR report, website, PR, advertising, point of purchase) or through independent means (i.e. media coverage, word of mouth),

business organizations communicate CSR information to particular stakeholders (i.e. consumers, shareholders, authorities), whilst aiming at developing a conscious message, so as to communicate what Carroll (1999) calls the right level of transparency in terms of economic, legal, ethical, and discretionary responsibilities.

Regardless of types or forms, there are different ways to communicate CSR in order to avoid public scepticism, media and legal interference. Some companies are discreet and choose internal channels when ‘speaking’ about CSR matters, often aiming at developing organizational culture and targeting stakeholders such as employees and suppliers. Others explicitly publicize their contributions, usually by highlighting the amount of their input, the durability of their associations, and their loyalty to CSR (Dwyer et al., 1987) in an effort to create goodwill with stakeholder groups such as customers and communities. Latterly much corporate communication has become more progressive taking into account ‘the output side’ of CSR involvement, whilst focusing on measurements of the social and business benefits CSR actions may produce (Du et al., 2009). This has led more organizations to revisit their communication strategies and subsequently attach external sophistication (i.e. reports, standards, measurements) to their ‘altruism’.

However, there are still diverse views on whether or not social commitment should be communicated to the public (Maignan and Ralston, 2002), and this appears to vary by country and/or culture. Traditionally, business social responsibility has been seen as a peculiarly American business tactic, but the phenomenon has gained momentum across European countries, reflecting an effort to explicitly connect CSR with corporate communication and marketing strategy (Matten and Moon, 2005). This cultural debate is conceptually based upon legitimacy (are companies obliged to respond to community issues beyond just making profit?), societal expectations (i.e.

media attention and public scepticism), and national business systems (i.e. legislations, political systems, overall proneness to CSR).

Within this international context, Tixier (2003) first tried to conceptually explain the different national modes towards CSR communication. He loosely dichotomized CSR communication between two poles; (1) the *soft* approach of communication, which is typical of Latin countries and implies a discreet reference to CSR, and (2) the *hard* approach, which is mostly identified in Anglo-Saxon cultural contexts and posits CSR as a marketing communication accompanied by official statements and measurement standards (Tixier, 2003).

Matten and Moon (2005) extended this thinking by producing an *explicit – implicit* spectrum in order to define the impact of different national business systems (NBS) on CSR communication across Europe. These authors define *explicit* CSR as business policies that lead corporations to assume responsibility involving a variety of society's interests and consisting of voluntary and self-interest driven programs aimed at a wide stakeholder network.

In contrast, *implicit* CSR refers to a country's formal and informal institutions through which the corporations' responsibility is agreed and assigned, and consists of values, norms, and rules which result in mandatory requirements for corporations to address social, political, and economic issues (Matten and Moon, 2005). Hence, the way an organization develops and communicates its CSR initiatives is also a context-specific issue, usually embedded in and manipulated by an overall national business system and mode towards CSR, encompassing issues like legislation, control mechanisms and public and media support (for more detail, see Habisch et al., 2005).

2.1.5 CSR Development: Integrating Stakeholder Demands

Developing CSR in a strategic and integrative manner is of equal importance and has drawn research attention. More scholars now consider the organizational and practical aspects of CSR implementation by an organization, with the goal of defining how CSR unfolds within an organization, along with its barriers and benefits, being timely and legitimate. This current stream builds upon emerging calls for research on *how* CSR develops within an organization (e.g. Smith, 2003; Swanson, 1999) often analyzing the adaptation of CSR within existing strategic policies (e.g. Mirvis and Googins, 2006; Van Marrewijk and Werre, 2003). Specifically, research has flourished on the understanding of internal and external factors of social change in an organization (e.g. Basu and Palazzo, 2008; de Hond and de Bakker, 2007), and the design and structure of CSR policies and initiatives (e.g. Heslin and Ochoa, 2008; Russo and Tencati, 2009).

While neither uniform best practice nor widely-accepted theoretical framework is prevalent, CSR literature still lacks an explorative perspective on the development of CSR and its relation to different business models and objectives (e.g. Treviño and Weaver, 2003). However, what emerges by these papers, and might provide foundation for understanding the developmental process of CSR, is a common notion emphasizing that fundamental and deep shifts in organizational culture have to be made for the integration of CSR principles and stakeholder demands to be successful (Lindgreen et al., 2009).

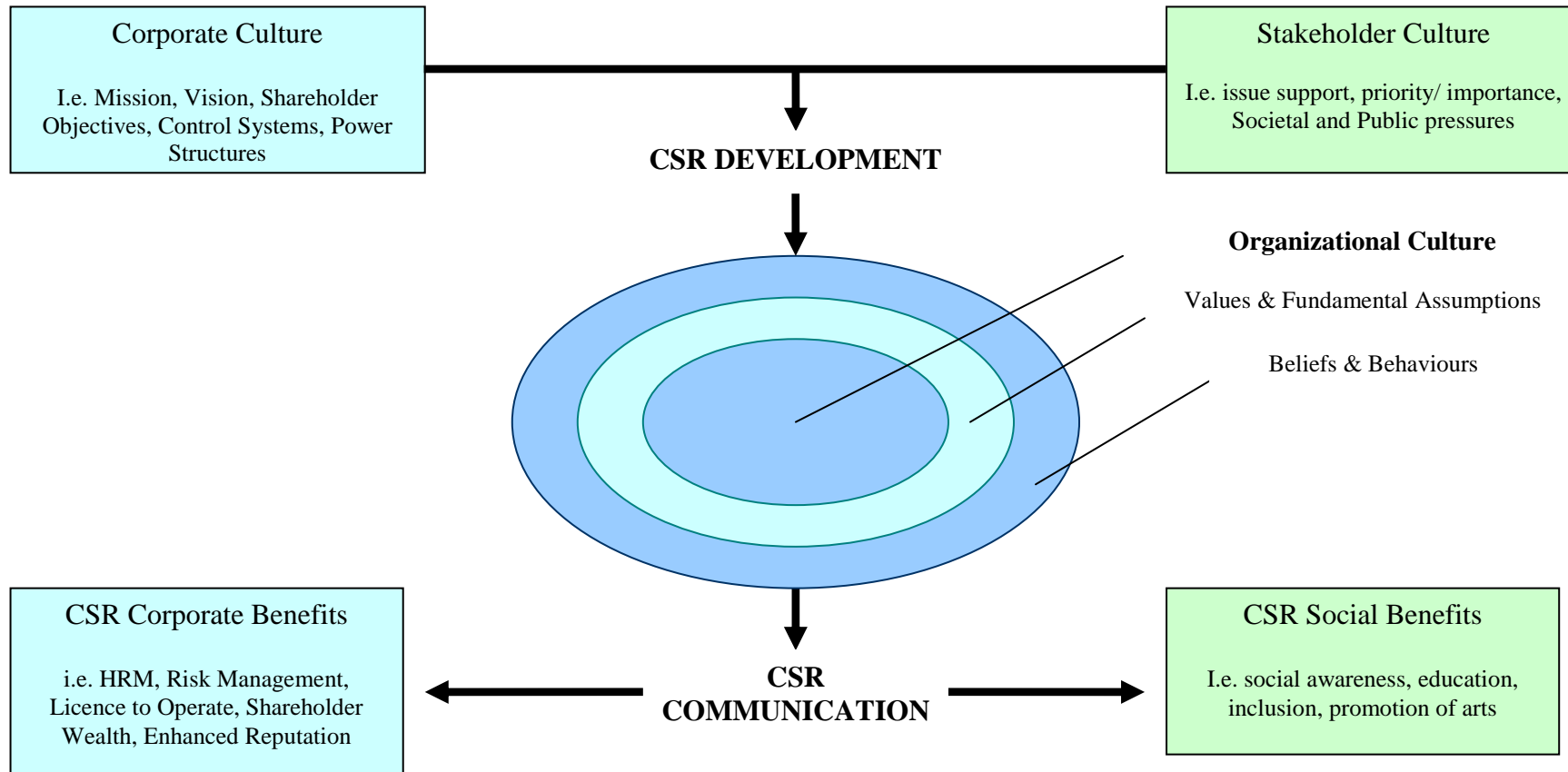
This stakeholder perspective of CSR acknowledges that its development occurs, at least to some extent, as a response to increasing societal expectations in the organization's environment, and reflects the way in which stakeholder claims are incorporated to business decision-making (Martin, 2002). Along this trip, a "learning

process” takes place during which more business capabilities, management talent and corporate qualities are getting attached to the CSR strategy. This process depicts that an organization evaluates the shifting parameters of the outside environment (Elenkov, 1997) whilst assessing if adaptations of the corporate resources and capabilities are needed (Barney, 1991; 2001; Dierickx and Cool, 1989; Wernerfelt, 1984). This leads to more organizational means and internal resources gradually being applied to societal issues, whilst a strategic alteration within the organizational culture occurs requiring all staff, managers, and leaders to make sense of the concept, internalize CSR values, and subsequently help transform the organization from a profit-driven culture to a more value-laden culture (de Woot, 2005).

This stakeholder-based perspective of CSR development is illustrated in Figure 2.1. CSR development is shown as a result of the interaction between corporate (i.e. shareholder goals) and stakeholder culture (i.e. consumer pressures), with the organization being a constellation of converging and conflicting interests and a place of mediation where all these different stakeholder and shareholder demands can interact (Jones et al., 2007; Maon et al., 2010). On this basis, the organizational culture, or the “glue that holds the organization together” (Zamanou and Glaser, 1994), appears to be the means/platform within which CSR is appropriated, prioritized and integrated into the ‘DNA’ of a corporation.

This denotes that a CSR-supportive organizational culture constitutes a crucial leverage in the implementation of CSR (Swanson, 1999), and significantly determines the organization’s potential towards CSR development (Berger et al., 2007). In addition, developing integrated CSR initiatives becomes possible only when managerial views evolve and organizational processes change, either in a radical (Doppelt, 2003) or a transformational fashion (Dunphy et al., 2003). When the

FIGURE 2.1 FROM CSR DEVELOPMENT TO CSR COMMUNICATION



Author's conceptualization

organizational change is slow, incremental and long-run, the shift is considered as evolutionary. On the other hand, when the organization changes rapidly in order to find new ways of doing things, the shift is referred to as revolutionary.

On those organizational grounds, scholarly efforts have been made to construct comprehensive models dealing with CSR from a dynamic, long-term developmental perspective (e.g. Clarkson, 1995; Maon et al., 2010). In contrast to discreet CSR typologies that highlight organizations' motivations (e.g. Halme and Laurila, 2009; Husted and Salazar, 2006), these efforts are comparable and interrelated since they all focus on organizational, moral and practical CSR elements, and because they assume a stage-by-stage developmental (change) procedure, during which CSR becomes more integrative, sophisticated and responsive.

Table 2.3 reviews these propositions and provides a theoretical continuum which can be used as background for understanding further the developmental (change) process of CSR within an organization. Specifically, it argues that CSR development fluctuates between two poles. At one side of the spectrum is the notion of '*empowerment from without*' which reflects the earliest stage of CSR development, where corporate responsibilities are assigned mostly by the external environment in the form of mandatory requirements and legislative regulations. At this stage CSR implementation is characterized by an intention to fulfil the needs of legal stakeholders, often failing to exploit CSR principles in a more strategic manner. At the other side is the notion of '*empowerment from within*', which describes the latter stage of CSR development, where the concept is fully embedded into the organization and its implementation is heavily linked to business strategies and corporate objectives. Along this continuum, an organization moves from *doing nothing* to *doing much* (e.g. Carroll, 1979; Clarkson, 1995; Wilson, 1975), while CSR implementation

TABLE 2.3 INSTITUTIONALIZING CSR: CORPORATE, STAKEHOLDER & CSR CULTURE CHANGES

	“Empowerment from Without”	←————→	“Empowerment from Within”
Organizational Culture	<i>“Corporate Egoism”</i>	<i>“Corporate Instrumentalism”</i>	<i>“Corporate Altruism”</i>
	<i>“Self-regarding”</i>	<i>“Enlightened Self-regarding”</i>	<i>“Other-regarding”</i>
Stakeholder Culture	CSR implementation extends to shareholders and has only legal dimensions	CSR implementation extends to shareholders and instrumentally useful stakeholders to shareholder ends	CSR implementation moves beyond profit maximization and is based on intrinsic morality. It extends to normative stakeholders and other concerns on welfare
	<i>“Cultural Reluctance”</i>	<i>“Cultural Grasp”</i>	<i>“Cultural Embedment”</i>
CSR Culture	CSR is understood as pressures, policies and regulations posed from the external environment of an organization	CSR is acknowledged as a value protector which under proper management can also be a value stimulator. It aims at minimizing organizational risks and increasing organizational performance	CSR is mobilized by internal capabilities aimed at substantiating CSR’s importance for the organization, deepen key relationships with pivotal stakeholders, and extend the CSR-related know-how

Adopted and extended from Jones et al (2007) and Maon et al (2010)

shifts progressively from achieving simple objectives (i.e. environmental standards) to setting the corporate “ethical” bar higher and higher –and thus providing a blueprint for future purposes. Within this learning process corporate concern for stakeholders fluctuates from self- to other- regarding, with the organization moving from the adaptation of an egoistic and amoral business stance into an altruistic and all-inclusive strategic CSR orientation (Jones et al., 2007).

Before adopting and examining all the above theoretical considerations across the professional industry of football and in particular professional football club organizations, it is important to provide background knowledge on the area of CSR and sport. The following part considers CSR in the professional sport industry and explains why sport is a unique context for deploying and researching the CSR concept. It discusses existing research outcomes, draws research gaps, and conceptually leads into chapter 3, where the focus of this thesis – CSR and/in professional football club organizations – becomes even clearer.

2.2 CSR IN SPORT: A UNIQUE CONTEXT

The cliché that ‘sport is a vehicle for social change’ is a rather lifelong one. From ex-United Nations Secretary-General Kofi Annan, who once commented that “sport is a valid, efficient and cost-effective tool for improving our world”, to Sir Alex Ferguson who stated that “to get young people being active and fit is without question the most important part of our lifetime” (Sir Alex Ferguson opening ceremony of FA sport village in Partington UK); it has been long and widely accepted that sport, broadly defined, has particular relevance to both the impact and power it has with respect to its CSR-related practices (Smith and Westerbeek, 2007; Babiak and Wolfe, 2007).

While more and more sport organizations broadly acknowledge their ability at delivering social values, including improved physical health, enhanced education, and social inclusion (for more see Myers et al., 2004; Jarvie, 2003), corporate social responsibility is rapidly growing in significance across the professional sport industry and its related organizations. There are several prevalent types of CSR-related practice throughout the professional sport industry, which can be conceptually divided into three categories: (1) CSR and professional sport organizations/entities, where CSR is a deliberate action of leagues, teams, mega-events or individual athletes, (2) CSR and sport-related foundations, where CSR is a product of partnerships between different organizations and delivered independently by non-for profit organizations, and (3) CSR and sport manufacturers, where CSR is initiated by sport-related companies and often executed via sports.

But why has CSR become of such importance within the sport industry and sport organizations in particular? One could argue that CSR is nothing more than a marketing invention for public relations, often aimed at justifying the huge gap between spectator's and player's economic status and level of income. On this basis, as sport organizations become more professionally managed, and in cases more profitable, they face an increasing need to maintain a good level of social affairs and tackle social / stakeholder issues that can be catalytic for public criticism.

On the other hand, an additional explanation on the importance of CSR in sports is given by Smith and Westerbeek (2007). The authors present the great momentum and distinct opportunities for CSR in and/or via sport, highlighting the potential of what they characterized as 'sport corporate responsibility'. They describe the unique impetus of sport-related CSR for both the organizations in charge of sport and those that seek to use sport as a vehicle for their own ends, pointing out a number

of notable parameters that may positively influence the impact of CSR including: mass media distribution and communication power, youth appeal, positive health impacts/association, social interaction, sustainability awareness, cultural understanding and immediate gratification benefits. Specifically, the high public profile and massive youth appeal sport delectates provide an opportunity for CSR, in that CSR through sport might have greater impact than conventional CSR activities, due to momentum created by celebrities, star players and the media. In the other unique elements lies an argument that sport has certain aspects attached to its nature that, if accepted, provide a basis for developing more targeted CSR, with those involved in it experiencing gratification benefits (i.e. fan and satisfaction).

Accordingly, the passion and interest the product generates among fans/consumers leads to perhaps increased awareness and impact of social responsible messaging. In addition, the economic structure (i.e. special governmental protections that professional sport leagues/teams have) and the high level of transparency that sport has (issues that have to do with wins/losses or athlete behaviour on and off the pitch are important 'outcomes') lead to high levels of scrutiny and demands for accountability. As a result, the stakeholder framework, thus relations with stakeholders i.e. the media, sponsors, suppliers, fans, governments and local communities, can benefit from CSR initiatives.

Taken together, all these distinct dimensions of sport can contribute to the effectiveness of sport-related CSR programs, including both the generation of greater awareness of social problems, and an ability to effectively contemplate the ethical side of sport and its respective organizations. The paradox is that despite the high prevalence and magnitude of socially responsible activities within the sport industry, little attention has been devoted to understanding the motivations, strategies, or

outcomes derived from them. While the study of CSR has become increasingly important among strategic management and organizational behaviour scholars, only recently have sport management scholars endeavoured to define what CSR entails in an industrial context that possesses many distinct attributes than those found in other industries (Sheth and Babiak, 2009; Smith and Westerbeek, 2007). The next section considers existing research findings in the area of CSR and sport and identifies general research gaps as to provide avenues for future research.

2.2.1 **Research on CSR and Sport**

While sport organizations have been involved in their local communities for decades in one way or another (i.e. from athletes visiting children hospices to global governing body level actions implemented by national sport organizations, clubs and/or players), little is known about the relevance, importance, and impact of CSR practices to the organisation themselves and to the individual they intend to benefit. Although virtually every major professional league, teams and athletes engage in some form of socially responsible or charitable activity, ranging from player volunteerism to cash, ticket and merchandise donations (Extejt, 2004), only recently have scholars begun to address CSR in this specific context area with a small but steadily growing body of work being prevalent. Three broad themes dominate the wider sport CSR literature: (1) conceptual work, (2) motives-oriented work, and (3) outcomes-oriented work.

First, a small number of papers have focused on conceptual issues, with academic consideration being given to both the unique context in which sport operates and its significance to the CSR state of affairs. This conceptual stream has provided theoretical foundation and practical orientation of CSR for sport researchers and managers, highlighting a number of determinants of CSR in professional sport

(Babiak and Wolfe, 2009). What emerges from these conceptual studies is the notion that sport can provide an excellent context to observe, measure, and compare variables and relationships of CSR-related interest over time (Babiak and Wolfe, 2006; 2009; Brietbarth and Harris, 2008; Sheth and Babiak, 2010; Smith and Westerbeek, 2007). Thus, studying CSR within sport may have distinct and rare advantages infrequently found in other industries, including transparency of intended and unintended behaviours and availability of performance data /clarity of outcomes (Babiak and Wolfe, 2007).

Secondly, the motive-oriented line of thought includes a number of studies that focus on the drivers and motives behind engagement to sport CSR, with multiple perspectives being apparent. From a professional sport team angle (Sheth and Babiak, 2009), an event-based view (Babiak and Wolfe, 2009), a league-wise stand point (Hamil and Morrow, 2010), and a stakeholder-based perspective (Walters and Tacon, 2010), this body of work identifies contextual forces that encourage sport entities to become more socially responsible. For instance, based on an analysis of major US sport teams from four different leagues (National Basketball Association, National Hockey League, Major League Baseball, National Football League), Babiak and Wolfe (2009) identified that external parameters (i.e. strategic responses to institutional pressures or the interconnectedness of the professional field) are more important in determining the adoption and integration of CSR in professional sport teams than internal drivers (i.e. resources such as players passion, media access and profile). They also commented that internally driven CSR initiatives, when appropriately connected with internal values and core competencies, could reflect wider societal needs, and in turn, have greater range of influence.

In another study, Sheth and Babiak (2009) stress the importance of CSR in advancing business interest and enhancing brand image, with philanthropic responsibilities being in infancy compared to other corporate responsibilities. By assessing perceptions of sport executives, they found that CSR was seen as a strategic imperative, while developing and maintaining partnerships and CSR-related networks was argued to be the most appropriate avenue for effective community involvement.

Other papers in the area have adopted various angles for examining the nature and underlying drivers for CSR. The concept has been examined within a 'mega-sport event' context, with scholars suggesting that sport entities can articulate their commitment to CSR by participating in civil engagement and community outreach (Babiak and Wolfe, 2006; Seguin et al., 2008). These studies have also offered that participants in charitable sport events can also engage in CSR initiatives, and that the use of events for community development is uniquely tied to communities and community development goals (Misener and Mason, 2009). From a different perspective, CSR has also been thought through environmental sustainability (Babiak and Trendafilova, 2011; Ioakimidis, 2007). For instance, papers have appeared on outdoor recreational sports and their impact on the ecosystem, as well as the environmental problems associated with large scale sport events (Collins et al., 2007).

The third and last stream of sport CSR research treats CSR as 'cause-related' marketing and stresses the importance of identifying the different impacts CSR programs may produce. This type of research includes papers that focus on related communication strategies and marketing programs from both the organization and consumer perspective (Irwin, et al., 2003; Lachowetz and Gladden, 2003, McGuire et al., 2003). Specifically, studies have offered insight by measuring and evaluating sport consumer responses and patronage intentions (Lachowetz and Gladden, 2003;

Irwin et al., 2003; Roy and Graeff, 2003; Walker and Kent, 2009; 2010). These papers largely agree that sport consumers generally appreciate the social efforts made by sport organizations they support and identify with, and that CSR is a powerful stimulator of brand goodwill. On the other hand, it has been given emphasis on the organizational activities needed so as to accrue business benefits and encourage consumers to enter into revenue providing exchanges (Mullen, 1997). For instance, Walker and Kent (2010), focusing on Golf and PGA Tour consumers' perception, found that CSR had a notable strategic role in the inter-connection of the Tour with its consumers. Specifically, they stressed the importance of integrating the core product with social responsibility principles, as consumers' patronage intentions were found to be closely related to their beliefs on the Tour's CSR agenda.

2.2.2 Identified Gaps and Future Avenues

Arising from the review of the mainstream CSR and sport CSR literature, there are several questions that remain unanswered. First, mainstream CSR research is currently moving towards an organizational level of analysis to provide insight on CSR and its implications for a corporation. CSR literature however still lacks an exploratory perspective that effectively explains *how* the adoption of the concept could be more integrative and responsive in different business models, sizes, strategies, objectives and occasions. This concern becomes even more imperative if one considers the unique features of sport organization/competition, as opposed to other sectors of business activity, and the “intrinsic” abilities of its participating clubs in partaking in CSR initiatives. Specifically, as Stewart and Smith (1999) argue, sport is different from other businesses in numerous ways which can assist us to understand why the management of sport organizations require the utilization of specific

management techniques such as CSR. One of these is the irrational passion people develop for a sporting team, which may lead them to celebrate achievement, relate to performance outcomes, and personify to success or loss in a way that does not occur in other areas of economic or social activity. Such sport consumers share loyalty patterns infrequently found in other areas of social and business life, and are unlikely to switch to other sport clubs often adhering to certain sporting codes and affiliating strongly with certain customs, norms and traditions of their existing sport club. Managers thus have to harness these 'irrational' passions applying clear cut business management to the maintenance of traditions and connections to the nostalgic aspects of sport consumption and engagement, and to the extirpation of negative traits attached to the over-commercialization of sport. In this regard, CSR may be a powerful tool to the management of sport organizations as it helps balancing commercial and/or community tensions (Walters and Chadwick, 2009), filling in the 'reservoir of goodwill' where all these nostalgic aspects can rest and flourish. On those grounds, research should be striving to understand not only *how* CSR actually unfolds within a sport organization from an implementation-point of view, or *what* implications and barriers are there for managers, but also *the extent to which* CSR's development has evolved or how it may develop further as a marketing tool to (1) controlling people's irrational passions, and (2) turning these passions into positive social and business outcomes. Given that sport clubs embody certain traditional identity aspects all aimed at re-enforcing a sense of tribalism, this is a demanding field of inquiry.

Secondly, there is another arising area of CSR and sport which conceptually rests on the competitive balance and the interdependent nature of the professional industry. Sport team organizations are members of leagues which are characterised by

a tiered structure, either franchise-based with closed membership (see North American model of NBA, MLS, NHL) or promotion/relegation based that determines participation in a hierarchy of divisions (see European model in football, basketball, volleyball). Whereas in other industries the goal of a corporation is defeating all competitors, sport needs the opposition between its clubs to remain in business, as this ensures the uncertainty in the outcome of games and in effect maintains fans' interest. Nonetheless sporting organizations compete on the field; they cooperate off of it, i.e. by collectively bargaining TV rights, re-distributing money and playing talent, or through self-regulating, to ensure the longevity and legitimacy of both clubs and their leagues. Hence, they somewhat intertwine to each other striving collectively to (1) minimize fans' drop-out due to the variable quality of the sport product (i.e. hard to guarantee satisfaction in the marketplace relative to providers of other consumer products), and (2) maintain brand and fan loyalty through brand attributes resting outside the mere on-the-field performance (i.e. certain social characteristics that make people affiliate with teams—see case of leftish-anarchistic FC St. Pauli in Germany). This consideration raises several CSR-related questions that directly link to the cooperative structure and interdependent nature of sport organization. One of which is *how* CSR could provide a different platform for cross-club further collaboration off-the-field, or *the extent to which* joint social initiatives could be more effective in tackling social issues and addressing targeted concerns than individual ones. In this regard, research is still needed on (a) clarifying the role of leagues in managing and developing long-term nation-wide CSR initiatives, and (b) the development of frameworks that allow more sophisticated and cooperative social initiatives to be created.

Thirdly, it has been widely accepted that sport clubs are powerful and influential socio-political institutions because of their traditional dual economic and social bonds with local communities. They have being conceived as both homes for social interaction and powerful vehicles for social “exchange”, mainly due to their enormous communicational power, youth appeal/ identification and “role-modelling” ability. Paradoxically, although research in the area of CSR has been going on for more than 50 years, there is still lack of insight on *how* CSR is communicated within sport organizations, or *what* CSR means from a sport team/club perspective. Limited conceptual and empirical evidence exists and thus there is still confusion on (1) *what* CSR actually stands for a sport organization (i.e. issues, motives), (2) *to whom* sport organizations should be responsible and responsive (i.e. different range of fans), and (3) *the extent to which* different CSR communication strategies emerge across different organizations from different cultural contexts. Given that sport organizations address different CSR-related issues and operate under different national business systems (and leagues), this is a demanding field of inquiry both in a national and/or cross-national level.

Fourth and finally, CSR empirical research has recently endeavoured to examine the business and social benefits accruing by CSR actions for an organization and its stakeholders. However, little is known over the part of professional sport organizations. While certain CSR outcomes have been largely agreed, including the ability of CSR in enhancing brand image and reputation (Walker and Kent, 2009; Chadwick and Walters, 2009), there is still a shortage of conceptual and empirical insight on the way these benefits are developed and enacted, whether momentarily or progressively, and how a sport organization can leverage CSR-related advantages and overcome CSR-related blowback in the long run. All these important considerations

are discussed next in chapter 3. We focus our discussion on a specific sporting industry, that of professional football or *soccer*, and its professional clubs. There are several reasons why the industry of football was chosen as central to such sport-oriented CSR investigation.

First, football is an enormous and rapidly expanding business on a worldwide scale. It has successfully outmanoeuvred many other team sports, such as ice hockey, basketball, or handball, and has been accepted as the number one sporting entertainment with regards to media attention and audience reception globally (Horne and Manzenreiter, 2002). Inevitably and legitimate, it is now conceived as a global social platform with its problems and risks being the same everywhere in the world, including severe debts, set up games and gambling, and hooliganism. This phenomenal international development of professional football, along with its troubling nature, in itself should generate interest in CSR research.

Secondly, football clubs are traditionally intertwined with several social networks providing ‘hubs’ for ethnic, gender, social and economic ‘exchange’. They attract heterogeneous fans (whose sociology has been well researched), are highly visible brands (with star players being regarded as community heroes), team up with numerous varied organizations (from private to public and to third-party sector), and have been advocates of philosophical ideas such as democracy, representation, community, and ‘fair play’. One may argue that football clubs are different from other sport team organizations, as the structure of professional football allows for both national and international development through competition. For instance, a European club might play a league game one week, a cup game against a team from a lower-level league the next, and then a third game might be against a team from across Europe in the Champions League; a fact that can not be easily found in other

franchise-based sporting competitions including the NBA, NHL, MLS. This creates several advantages and disadvantages for football clubs which in turn signal for application of inclusive approaches of management such as CSR. On one hand, despite football clubs have an effective monopoly on the rights associated to them in relation to their ability at competing across different markets and the local community at the same time; they have neither right (guaranteed position) to being in a certain tier nor territorial rights to their own geographical areas.

Hence, the structure and nature of football competition allows for a successful new club to come and dominate the rest in a geographical location, as evidentially has happened in many cases (i.e. TSV 1860 München were initially more successful than the city's current biggest team Bayern München, London has 14 professional teams including five Premier League teams, or the French League 1 lacked a team from Paris for some years). This creates a situation where constant re-alignment with communities is important for maintaining market share and in this regard CSR makes good sense. On the other hand, this constant alignment with community creates potential risks and may lead to increased public pressures. This is obvious if one considers that although clubs can be sold privately to new owners at any time, this does not happen often where clubs are based on community membership and agreement. Such clubs require agreement from members who, unlike shareholders of corporations, have priorities other than money when it comes to their football club. For similar reasons, relocation of clubs to other cities is very rare, and when it occurs may lead to devastating effects. Given the above characteristics of football competition and its participating members, football clubs should be of interest for CSR scholars as they have a rather particularly strong stakeholder-oriented nature explicitly overlapping with the ideas behind corporate social responsibility.

Third and finally, the momentum of investigating CSR in football organizations is rapidly building as reasoned and timely. Several parameters imply this notion. Emerging CSR-related market dynamism is apparent including supra-national agreements between clubs and charities, higher levels of fans' attention and intervention in football club governance (see Supporters Direct; Red Knights fan club of Manchester United etc), and strategic changes and radical shifts in the ways CSR is developed and delivered (i.e. internal structures, formulation of independent Trusts). This again is a reason why research should focus on examining CSR within football organizations, in that identifying the implications of CSR in such a dynamic and shifting business environment may lead to hint aspects, legitimate conclusions, and thoughtful recommendations for both the general and sport-related CSR literature. However, there is no reason why future research could not focus on the emergence of the concept in other team sport industries, in a national or worldwide scale, providing impetus for comparison.

The next chapter considers the importance of CSR in the professional industry of football, identifying motivations and drivers for CSR engagement from a football club-based organizational point of view in a national and international dimension. It identifies research gaps, draws research problems, and develops a club-specific conceptual model and respective research questions as to tackle these issues in the context of professional football club organizations.

CHAPTER 3

CSR AND PROFESSIONAL FOOTBALL CLUBS

A large number of football club organizations have recently employed CSR initiatives to manage their stakeholders and leverage their societal position. CSR has emerged as a response to a range of structural, financial and environmental changes over the last 20 years. Social demands on football clubs have increased, including enhanced media and public attention on unethical football practices (i.e. hooliganism, drug usage, match fixing and betting). In addition, commercial and operational concerns such as stakeholder management, brand reputation, fan attendance and corporate governance have as well created a situation in which CSR is of particular importance to professional football bodies, football events and individual players.

This chapter considers the importance and relevance of CSR in professional football and its professional club organizations. It provides background knowledge identifying instances of CSR-related activity in the industry, and explains different

institutional drivers and internal motivations for CSR. It then narrows down to CSR from a football club perspective, questioning the national and international development of the concept in football clubs. This leads to a conceptual model that ties together organizational, national and international aspects of CSR in football clubs. Key research questions are identified for CSR and professional football club organizations.

3.1 INSTANCES OF CSR IN THE PROFESSIONAL INDUSTRY OF FOOTBALL

There are several prevalent cases of CSR-related practice in the professional industry of football; all of whom indicate that further development of CSR strategies is to come. First, individual athletes are increasingly setting up charitable foundations (Kott, 2005). For instance, Didier Drogba through his Foundation has raised approximately 500,000 pounds to build a hospital in Abidjan, his hometown in Côte d'Ivoire. Secondly, professional football leagues are increasingly implementing league-wise CSR initiatives. For example, the Scottish Premier League has launched a Trust to deliver social schemes via its club members across key priority areas such as health and inclusion (SPL social report, 2011). Thirdly, governing football bodies, such as FIFA and UEFA, are rapidly turning their attention to social issues, most notably in an effort to promote the potential social impact of the game, including crime reduction and health improvement (see UEFA research grant program). Fourthly, mega football events are increasingly recognized as a means to deliver social value in vulnerable communities (Cappato and Pennazio, 2006). For instance, the recent FIFA World Cup in South Africa was the impetus for projects seeking to promote peace and social inclusion in the entire African continent via projects such as “Football for Hope” and “One Goal”. Fifthly, a growing number of public-funded

projects are recognizing football clubs as social delivery agencies. For instance, nation-wide schemes such as “Football in the Community” in England, along with community-oriented activities such as “Playing for Success”, show that football clubs can have a positive role in society (McGuire and Fenoglio, 2004; Brown et al., 2006). Sixth and finally, commercial organizations are beginning to recognize the benefits that a partnership –beyond sponsorship – with a football organization may offer to their own strategy. For example, Barclays has teamed up with Football Foundation, the largest sports charity in England, with more than 200 facilities opening their doors in disadvantaged communities (Walters, 2009).

All these cases underpin that CSR has increased its meaning and relevance for football entities and its participating members. For critics, CSR may be an apology for socially negative by-products, or ‘blood money’ to atone for past sins (Godfrey, 2009), aimed at counteracting a number of social harms (Himmelstein, 1997). But what kind of drivers of change has led the managers of football to act socially? What have been the reasons behind the increase of CSR activity across professional football club organizations? The next part provides answers identifying strategic and institutional motivations for CSR in the professional industry of football.

3.2 DRIVERS FOR CSR IN THE PROFESSIONAL INDUSTRY OF FOOTBALL

There are several reasons why CSR has grown in significance across the industry of football and its respective organizations. These can be distinguished between external legitimacy pressures to conform to a mixture of institutional demands, including vibrant market/associative forces, increased media scrutiny, strengthened legal interference, and enhanced public scepticism, and internal motivations for meaningful existence, re-alignment with communities, and strategic growth. Five prevalent

drivers could conceptually explain the increase in football organizations engaging in some type of CSR activity.

First, the significance and relevance of CSR in professional football organizations can be traced back to the rapid commercialization of the game and its subsequent effects. Over the last 30 years, the increase in broadcasting revenue, the strengthening of player's power, the penetration of the stock market by football clubs, the increased global participation by fans, and the overall ability of the game to accumulate social and economic capitals have led its organizations to become more professionally managed and marketed (Yang and Sonmez, 2005). Football club organizations have subsequently (1) grown *commercially* to develop into global brands consisting of tangible financial and intangible assets, and (2) expanded *socially* to become integral parts of modern culture. This situation has led more and more to consider inclusive approaches of management to bridge economic growth with social performance, with research at club level confirming the importance of stakeholder management in order to demonstrate sound governance and strategic management (Szymanski, 1998; Bale, 2000; Cannon and Hamil, 2000; Barn and Baines, 2004).

Secondly, there are numerous organization including public agencies, fan-led organizations (i.e. Supporters Direct) and the media that have become "keener" at accounting not only for the on-the-field results of the 'beautiful game', but also for the illegitimate actions, scandals, and financial crises embellishing its highly-institutionalized and co-operative nature. This state of affairs is conceptually based on what Morrow (2003) calls the 'conflict of interest' between the role of football clubs as profit-seeking businesses and football clubs as utility-maximizing social institutions. It may also be an explanation of the increased 'football-related' stakeholder activism which includes the creation of public pressure through mass

media, the mobilization of political pressure via parties and/or other institutions (i.e. fan clubs), and the initiation of market forces through ‘exit and voice’ strategies (Bechmann et al., 2006). Given the high public appeal, the opinionated nature, and the dual socio-economic scope of the game, one may think that all these institutional demands have somewhat spurred football corporate managers to act in a more responsible and transparent fashion. While people become more aware of the environment and its troubling nature, so do professional football organizations, with this perceptual and business shift indicating a tendency to “deal with matters outside the immediate sporting sphere of activity” (ILO, 2003).

Thirdly, there are regulatory-legal forces and subsequent scrutiny from media that have led football organizations to consider more thoughtfully how they contemplate their economic and societal role in the communities they reside and draft fans from. Most prevalent is the acknowledgment of football club organizations as mature business institutions in Treaty of Amsterdam, when clubs and football bodies were officially recognized as business entities (see as well Harris and Breitbarth, 2008). This has led to institutional adjustments, regulative interventions, and alteration of the marketplace (i.e. due to ‘Bosman’ Judgement of the European Court of Justice in 1995) which in turn signalled the end of ‘innocent’ times when clubs had ‘immunity’ from the intervention of law (Foster, 2000, p. 39).

Additionally, inter-governmental directives have resulted in an ongoing state of affairs between the Commission, FIFA and UEFA. The subsequent effect has been to strengthen the intervention of governing bodies upon football clubs’ management and governance, with a growing number of international and national standards to be met being apparent (see financial fair play policy, penalties for anti-social behaviour and racism incidents, awards for best social practice - FIFA fair play award). On those

grounds, CSR has been emerging as of pragmatic importance, helping football organizations to avoid costly penalties and subsequent scrutiny. On the other hand, one may argue that CSR is rising as a result of the market's normative isomorphism, with certain clubs mimetically following others which have moved first, set the scene and lead in this specific area. These associative market forces could be a reason to explain the increase in CSR activity, in that one club may benchmark with another from the same or other leagues, or with businesses outside the football industry.

Fourthly, CSR emerges as a result of internal strategic motivations for growth. More and more football organizations now embrace CSR as a concept that makes good business sense, in that it allows the organization to develop strategic synergies, enhance its image, and address tailored needs of the market (Babiak and Trendafilova, 2009). For instance, Chadwick and Walters (2009), investigating the occurrence of CSR in Charlton Athletic FC and Bradford FC, identify several strategic motivations and benefits through stakeholder engagement. Brand building, local authority and commercial partnership generation, reputation management and the removal of commercial and community tensions were noticeable strategic benefits the concerned clubs have experienced by delivering CSR activities through independent Trust structures. On the other hand, positive health impacts, youth appeal and education, social interaction, cultural understanding and integration, sustainability awareness, and immediate gratification benefits were identified as social outcomes accruing by CSR (Walters, 2009).

Fifth and finally, the globalization of trade, marketing, and sourcing has encouraged football club organizations to operate in a worldwide scale, formulating scout teams to search for cheaper players from abroad, promoting their brands in emerging markets through academies and commercial matches, selling media rights

outside their borders or online, licensing merchandizing for latent supporters, and teaming up with sponsors and investors from all over the globe. Within this flourishing environment, Harris and Breitbarth (2008) argue that football organizations are strategically impetus institutions for CSR development, in that they have the infrastructure and ability to centrally co-ordinate social efforts and in turn deliver strategic benefits including humanitarian, social, commercial and reassurance values. This view supports that football organizations should start using, if they have not done yet, their resources and influential position in society in a politically-correct and not socially detrimental manner. On this basis, CSR is of importance in that it can help a club reconnect with its espoused values, and address social matters both within their markets and internationally, i.e. see donations made by football clubs for earthquake in Haiti or the recent tsunami in Japan.

3.3 CSR AND PROFESSIONAL FOOTBALL CLUBS: AN ORGANIZATIONAL, NATIONAL OR CROSS-NATIONAL MATTER?

Having an understanding of internal and external reasons for CSR, it is of equal importance to define whether the development of the concept is moving across borders in the same fashion as football club organizations seemingly do. Football has rapidly become a global socio-political sporting phenomenon positioned as a multi-billion marketplace with its own rules and businesses structures, and with its club organizations being no different from any other professionally managed medium-sized corporation (Branston et al., 1999; Yang and Sonmez, 2005). Such clubs are nowadays worth billions, and in the most extreme cases, they may possess an overall financial value as high as the GDP of a small African country. Inevitably, football clubs are constantly in the public eye.

Even though football has developed a large international appeal attracting fans worldwide, the practice of CSR by its clubs remains dynamic, diverse and context specific as social, economic, organizational, cultural and political environments seem to be affecting the way in which the phenomenon occurs. For many clubs CSR is a rather organizational matter embedded within an overall national business system and mode towards CSR; often encompassing issues like legislation, control mechanisms and public and media support (for more detail, see Habisch et al, 2005). This national ‘embeddedness’ is accompanied by political pressures and subsequent funding for redeveloping urban areas and engaging with local communities, and has driven clubs to develop synergies with local and national actors investing in stadia and grassroots (Breitbarth and Harris, 2008). An overview of professional football’s CSR agendas is presented at Table 3.1 in the respective national contexts of England, Germany, Japan and the US (as adopted by Breitbarth and Harris, 2008). This overview illustrates different national modes toward the CSR issue.

For instance in England, where football has always played a prominent role in connecting the fabric of society (Kennedy and Kennedy, 2007), the practice of CSR and the delivery of social initiatives has changed over the last two decades; a fact that indicates a national dynamism in the development of the concept. Specifically, the initial pilot project between governmental agencies and the Football League in 1986, when football clubs were recognized formally as vehicles to deliver social value through Football in the Community (FITC) scheme, progressively led to the development of internal FITC departments. For years, the FITC departments were seen as the community arm of football clubs with a strong commitment to delivering

TABLE 3.1 STRATEGIC FOOTBALL CSR ORIENTATIONS / AGENDAS IN ENGLAND, GERMANY, USA AND JAPAN

Issues/Country	England	Germany	USA	Japan
Professional Football's CSR Agenda	Organizational governance	Organizational Governance	Urban development	Financial transparency
	Club ownership	Player reward	Local community involvement	Promotion of diversified ownership
	Racism	Relation to politics	Development of grassroots football	Management responsibility
	Hooliganism	Racism	Social inclusion	Organizational governance
	Regional development	Resource efficiency of stadiums	Youth education	Support for retiring players
	Local community involvement	Safety of new arenas	Charity donation	Urban development
	Youth education (inside and outside the game)	Youth Education (inside the game)		Development of grassroots football
		Foster volunteering		Create model of community sports for whole family
		Neighbourhood rights		

Source: Breitbarth and Harris, 2008

social value through socially responsible activities (Brown et al., 2008). More recently however, development and extension is apparent with independent Foundations, or Community Trusts, replacing the old CSR structures of FITC departments. Brown's report (2006) underpins this shift focusing on the increasing complexity of the environment in which FITC departments operated, and on the notion of "the community" as becoming more elusive for football clubs. In addition, Walters (2009) sees several benefits for clubs to move into a Trust delivery model, including a greater degree of structural autonomy and responsibility for its own strategic and financial directions, along with greater access to public and private funding streams and less need to balance the tension between commercial and social objectives.

However, within this national versus international CSR debate rests a contradiction as far as football clubs are regarded. The paradox is that while football clubs market themselves both nationally and internationally (for instance by using different languages on the official web pages or by investing in football academies in different countries), there is limited if any international benchmarking/competition around CSR/sustainability, unlike other industries where firms from different countries compete both on the 'product/service market' and the 'CSR market' (see international rankings, awards within and across industries). Despite the emergence of CSR-related benchmarks and standards in certain national contexts (see case of Business in the community for UK clubs), there is neither uniform international CSR framework nor measurement mechanism CSR appears as a matter embedded with context-specific characteristics and thus takes varied forms.

Over the course of the last decade however, anecdotal evidence and emerging CSR-related developments indicate that football-related CSR is moving beyond basic compliance with laws, and in some elite cases beyond national borders. For instance,

in what is arguably an emerging strategic international application of CSR in football, Arsenal, Bayern Munich, and AC Milan currently implement football coaching, educational and social initiatives beyond their local communities and in emerging markets such as East Asia, India, and the US. In a different PR campaign, Internazionale Milan has developed a number of documentary short movies to showcase its social initiatives all over the world. FC Barcelona has adopted CSR into its business model, teaming up with supra-national organizations such as UNICEF and Qatar Foundation to reinforce its ‘mes que un club’ identity worldwide. Hence, given the above developments, there is no reason why CSR practice, development and communication cannot move explicitly beyond borders and cultures and thus sooner or later influence not only the national but also the international business of football clubs. Three motivations support the development of CSR at an international level.

First, the rapid growth of football as a global sporting platform has spurred football organizations to recognize the expanding significance of the game (Breitbarth and Harris, 2008). Not surprisingly, youth development, health and social inclusion have become ‘self-interest’ concerns both for football national governing bodies, global coordinators of football services (i.e. FIFA, UEFA), and individual clubs. This situation has been the impetus for developing social strategies to deal with matters beyond and across national borders. For instance, FC Barcelona has applied the concept at a worldwide level with the organization not only drawing members from countries such as Mexico, China and India but also balancing member democracy, commercial strategy and sporting success (Hamil and Walters, 2010). In what is arguably a different application of CSR at an international level, Real Madrid has designed football academies “United for Peace” in particular countries worldwide, which have recently faced the negative effects of war (i.e. Bosnia, Israel and

Palestine). Certain clubs take actions around concerns internationally, not only within their national market.

Secondly, professional football amongst clubs at an international scale is not a simple one-off production process, but consists of a cooperative and complex exercise which relies on human, financial and social capital (Morrow, 2003). Within this collaborative network, football club management has to respond to a multitude of corporate challenges from the internal and external environments. For instance, collective or individual bargaining of international broadcasting rights, international licensing of merchandizing, and international regulations on finance management (i.e. recent UEFA financial fair play policy) demonstrate increasingly critical institutional pan-national concerns. All these adjustments are accompanied by (a) legal and institutional configurations as discussed earlier (i.e. Bosman judgement and subsequent alteration of the marketplace, increasing regulatory intervention and penalties by FIFA/UEFA on socially sensitive issues, CSR-related awards such as FIFA fair play prize), (b) internal club motivations for growth beyond borders (i.e. privately owned TV channels, school academies abroad), and (c) increasing media and public attention (Breitbath and Harris, 2008). This highly competitive and dynamic environment is shaping the industry internationally. Gambling, match fixing, drug usage, cross-national hooliganism incidents, and severe debts are some of the risk factors that have emerged alongside international development. Under such particular business and social circumstances, an umbrella concept such as CSR can bind the business together and work as a safety net when balancing national with international development, in that it is an inclusive approach to meet social demands in a responsible manner (Chadwick and Walters, 2009).

Thirdly, football clubs have become global brands competing for better positioning in the international football industry including emerging markets. An increasing number of commercial matches or even partnerships between clubs from different countries have emerged; indicating an international dynamism as far as the use of football club resources is regarded. Within this context, a club's reputation and image has become even more important given that it is a critical asset extending beyond its organizational sphere and national borders; with an effective brand name helping in drafting fans and attracting talented players from abroad (usually at a competitive age and price). Indeed, despite that clubs have the economic ability and scout networks to get players from everywhere, they often focus on specific national contexts for their own socio-political and economic ends (see links of Barcelona FC with Argentina, or Portuguese football clubs with Brazilian ones). In this regard, there is a rise in football player transfers that have been purposefully designed/targeted to allow clubs to penetrate/exploit different national contexts (see case of Manchester United and Korean superstar Park Ji-Sung), which accompanied by an increase in football clubs launching international academies (in order to position themselves in markets that football talent exists and flourishes). Under these circumstances, CSR can provide a different platform for identification between people and clubs, in that it may be able to assist in distinguishing one club from another with the global football fan and player base.

Regarding the international practice of CSR, although one may argue that there is no obvious competition/collaboration in terms of tangible resources used when practicing the concept across borders, some similar approaches/ best practices seem to be mimetically developed. For example, via community academies Juventus is present in many African and Latin American countries, whereas Manchester United

has a similar presence in India and wider Asia. Therefore, while CSR is currently emerging as an organizational matter focusing at a local and/or national level, it is also becoming of importance in an international sense, given that clubs have expanded their operations and appeal beyond their national borders.

Hence, arising from this review an international, national as well as organizational dimension to researching CSR across football clubs is of interest and increasing importance. Whilst the concept evolves and develops in a dynamic way across football organizations, much remains to be understood regarding (a) the integration of CSR principles into football club business models and goals, (b) the role of national atmosphere and mode towards CSR in the development of aspects of the CSR concept within football clubs, and (c) the role of international parameters/drivers, whether social, institutional or football-related, that might affect how the concept evolves or how it may develop further in the future. Correspondingly, a club-specific model is needed to illustrate actual similarities and differences between clubs, both from different national spaces and from within the same markets (leagues), and the different CSR orientations and practices that come alongside the peculiar growth and professionalization of football. Such a model should properly align the theoretical constructs with existing practical developments to differentiate between types of CSR responsiveness, and also examine any implications, barriers, or obstacles different levels of CSR involvement may hold for football governance. Three reasons support the importance of developing a club-specific model, as opposed to what the clubs currently do.

First, while CSR practice and research in football management is in its infancy (Breitbarth and Harris, 2008; Walker and Parent, 2010; Hammil and Morrow, 2011), there are still competing definitions with one club differing from another in the way it

conceives and applies the concept. This has prevented productive dialogue (Dahlsrud, 2008) and has limited the development of a uniform and universal football-related CSR agenda that could increase the competitiveness of the game against other sports in the commercial and social arena. Despite efforts by FIFA and UEFA to formalize such uniform CSR agenda, there is still perceptual variance amongst clubs, managers, fans and football cultures (see calls for interviews covering entire leagues by Breitbarth and Harris, 2008); leading to diverging biases on what CSR should actually stand for professional football. Analyzing the matter of CSR from a football club angle in an international, national and organizational level can therefore offer a realism paradigmatic definition, in that it can reveal (1) 'the reality' of CSR as perceived by football clubs, and (2) its meaning and relevance across different national football contexts and cultures. It can also provide a holistic approach for dealing with the concept and its implications, in that multiple-levels of CSR analysis from a club-based angle could account not only for the organizational changes occurring when the concept unfolds within a football club, but also for the role and influence of national and international football market dynamism on CSR's development.

Second, a larger framework that accounts for organizational, national and international CSR-related parameters can be appropriate for application to football club management as well. While industry-specific conceptual models have appeared, tying up 'loose ends' and providing exploratory impetus for dealing with the matter of CSR in football (see value model of Breitbarth and Harris, 2008, and geographical model of Walker and Parent, 2010), there is still a need to advance empirical understanding regarding social activities of, and benefits for, professional football club organizations. Not only is it important to distinguish between CSR orientations,

whether local, national or international, and levels of social responsiveness (targeting different sets of stakeholders), but also examine any interrelationships that may exist. Drafting a club-specific realistic model that blends internal and external environmental CSR-related matters with existing key CSR issues could hence provide a meaningful agenda for football managers to meet the increasing demands of social forces, whether from within or outside their borders.

Third and finally, answers are still needed on whether CSR (both development and communication) is becoming global or the extent to which certain football clubs are 'prisoners' of their environment. Ranging across different football cultures and clubs, such comparative research could shape the industry in how it might contemplate its role and place in society emphasizing the increasing national and international importance of CSR practice and communication through football. It may also be able to identify hidden parameters resting in the organizational, national or international environments of a football club, which in turn may be of crucial importance for strategic CSR management and the effective integration of socially responsible functions with other business goals. Not only can it deepen understanding of CSR as a universal global business, marketing and social plan, but it can also strengthen the notion that football clubs can be both national and cross-national strategic vehicles for social change. In this regards, the next part presents a conceptualization that binds together international, national and organizational parameters of CSR in professional football clubs, drawing on existing theoretical constructs and providing a club-specific model for discussion.

3.4 FOOTBALL CLUBS AND THE INSTITUTIONALIZATION OF CSR

Towards the development of a model

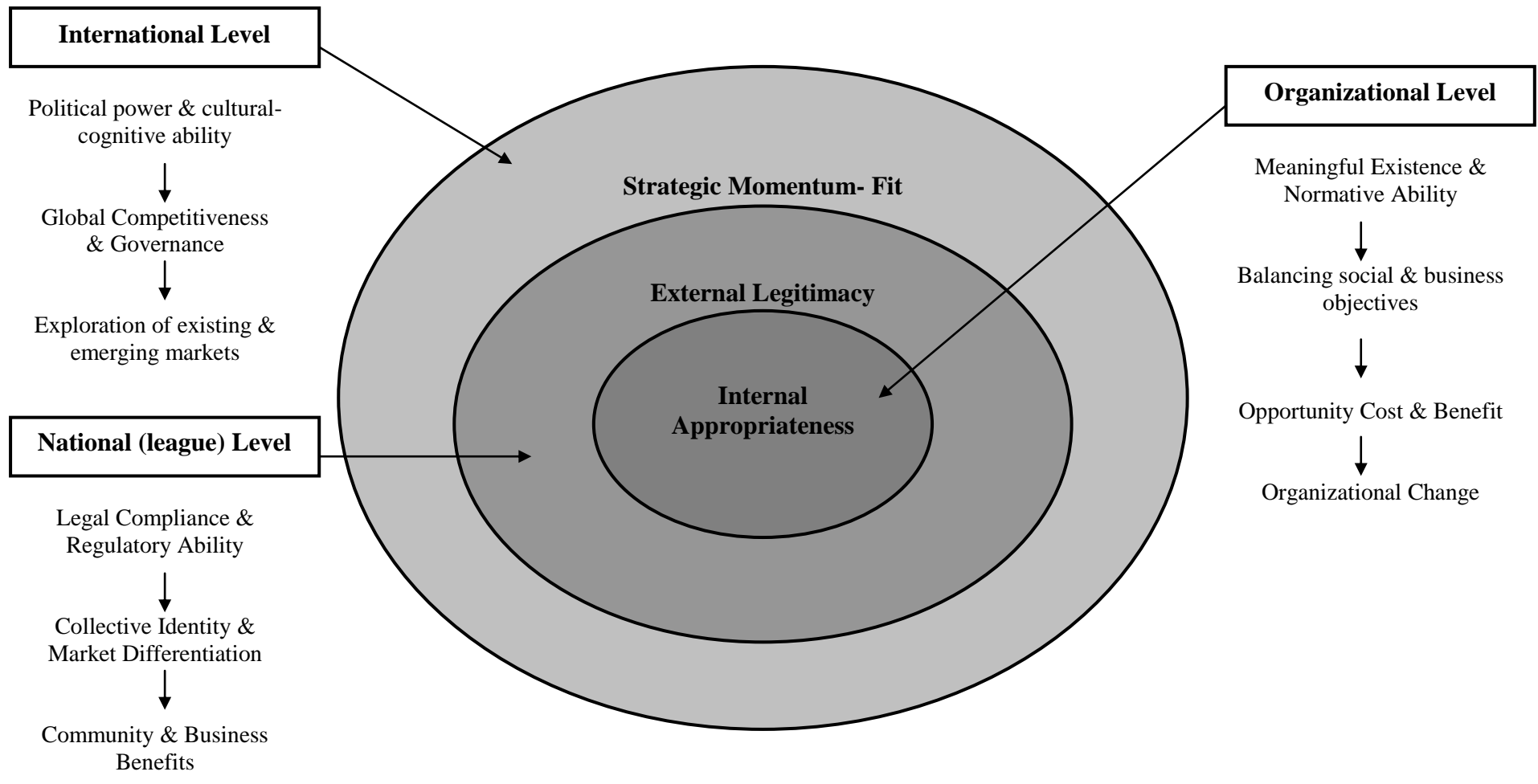
The issue of CSR in professional football club organizations is an important one. While football clubs increasingly become prominent economic and social institutions, having strings attached to both national leagues and the global marketplace, the question of what social responsibilities they have towards varied stakeholder groups should be constantly asked. Football clubs have created a mystique and religious aura which ebbs and flows from winning at any price (i.e. often through corrupted referees and ‘enhanced’ athletes by drugs) to providing a role model of moral goodness. Research on CSR should thus endeavour to find a middle ground; a set of institutional norms, national business parameters and international drivers that moderate the way CSR is perceived, apprehended and prioritized by football clubs.

Figure 3.1 presents a conceptualization that connects organizational aspects, national parameters and international conditions being of importance both for CSR in football clubs, and football clubs for CSR. It considers CSR as embedded in micro, meso, and macro stakeholder environments surrounding a football club, whilst highlighting different environmental pressures that need to be taken into consideration when developing strategic football-related CSR. Not only does it provide a geographical mapping for defining CSR engagement, but also it considers several CSR issues (organizational, national, and cross-national) that may be unique to football club organizations, and in turn may need particular consideration by football managers when institutionalizing and sustaining a strategic CSR orientation.

The inner ring represents the organizational level of CSR, where the concept develops as a function of corporate governance, and evolves according to managers’ CSR-related perceptions and level of appreciation. This ring is the backbone of the institutionalization of the CSR concept, and is where a CSR agenda is conceived,

FIGURE 3.1

STRATEGIC CSR ORIENTATIONS IN PROFESSIONAL FOOTBALL CLUBS: ORGANIZATIONAL, NATIONAL (LEAGUE), AND SUPRA-NATIONAL DIMENSIONS



decided and planned. At the core of this level is the identification of internal appropriateness for exercising CSR. This means that managers should endeavour to identify an organization's unique resources and use them in a way that enhances its social profile and diminishes its potential boomerang effect. On those grounds, CSR is a matter of organizational functioning closely relating to the management model of a football club, its micro-environment and immediate stakeholders, and its strategic goals. In addition, it accounts for the organizational changes required to support and leverage the development of the concept, undermining CSR as a learning step-by-step process that involves management sophistication, innovation and pro-activity.

The middle ring refers to national parameters of CSR that moderate how a football club organization apprehends and implements the concept. It represents the secondary level of social involvement where a club engages with local and national communities, responds to respective social and legal stakeholders, and seeks to create a collective identity as to both differentiate from other clubs and create external legitimacy in the institutional environment. Core to this level of CSR analysis is the identification of social and legal drivers for social engagement, including national business system characteristics that may impact on the development of CSR such as; legislations and control mechanisms, public opportunities and subsequent funding, arising local and/or national social problems, and emerging institutional pressures.

The outer ring represents the third level of social involvement. Football clubs fostering this orientation can be seen as agents of change having the unique ability to promote not only national but also global 'social change'. As a football club moves to this level not only it creates a competitive advantage (financial gains and reputation enhancement across its borders), but also it fosters its role as global citizen. At this level, CSR is not any more a matter of exclusivity but rather consists of actions

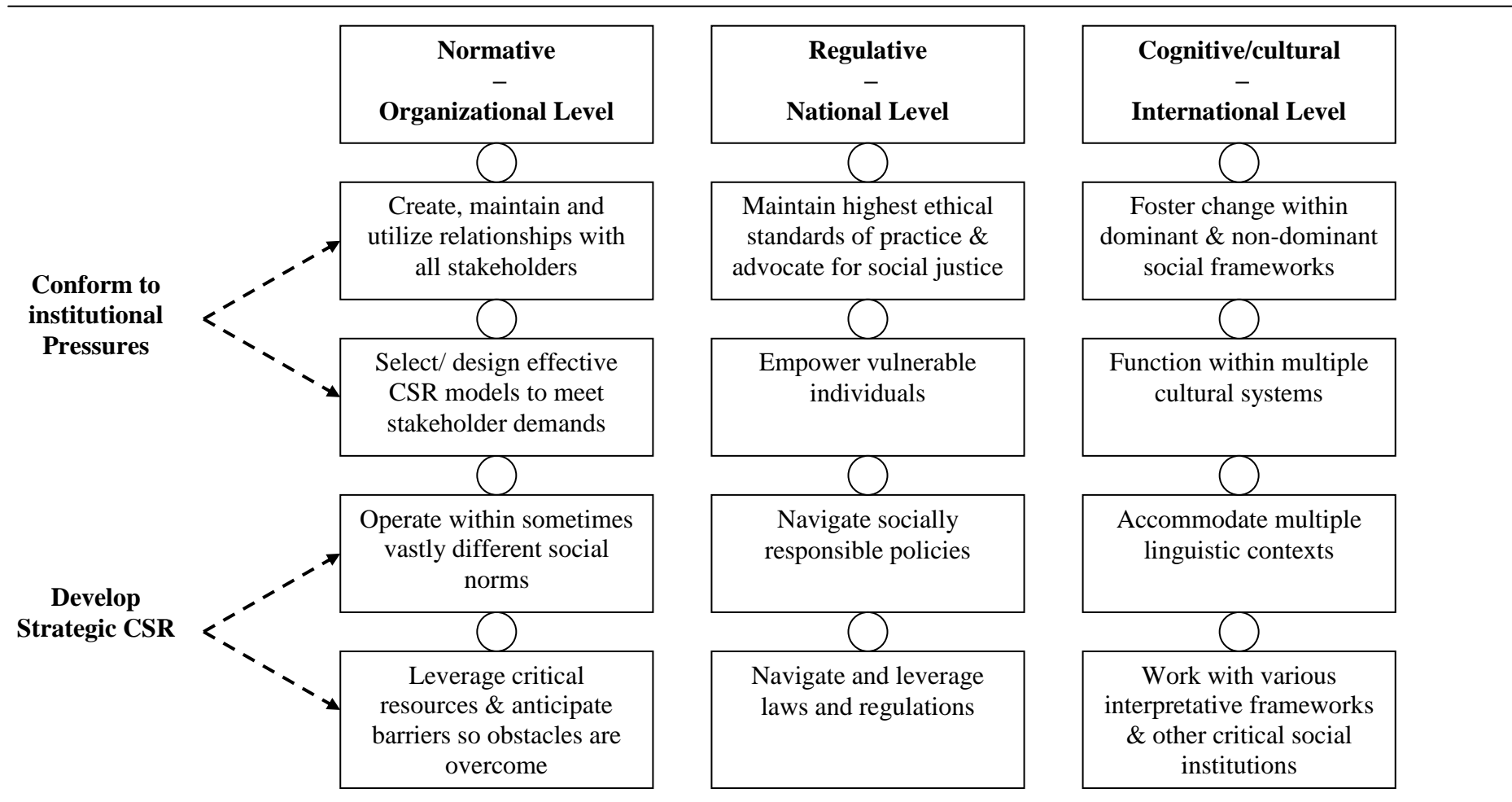
ranging from global initiatives to national and localized efforts. All these actions are aimed at reinforcing (1) the cultural importance of football clubs as political agents of change, (2) their regulative significance as leading social vehicles where legitimacy within the social order is redefined, and (3) their normative power in the commercial and political arena through their high and distinct relevance for society.

Each of these three levels maps directly onto CSR issues in football clubs. In order to provide understanding for each orientation and back up our proposed model, aspects of the Institutional Theory are borrowed and applied to football clubs. Accordingly, football club organizations are seen as ‘institutions’, or multifaceted, durable social structures endeavouring features of social life (Giddens, 1984), which include symbolic elements, social capitals, and material resources (Scott, 2001).

Having emerged from schools, men clubs, and churches, they consist of entities where social meaning has been developed, and social re-organization has been experienced, with more strongly held rules supported by more entrenched resources (Scott, 2001). As such, a football club organization stands and qualifies as both a social institution taken for granted in social life (according to ‘old institutionalism’ perspective), and as a dynamic institution (according to ‘new institutionalism’) due to the ability to connect under its roof various sectors of social life, i.e. businesses, academic institutions, and governments (for more see Godfrey, 2009).

Three ‘pillars’ of institutionalism are thus adopted (in a similar fashion to Godfrey, 2009) and linked to the conceptualization presented above; (1) football clubs as normative institutions with organizational relevance (create and communicate a sense of what is fair and legitimate), (2) football clubs as regulative institutions with national importance (create and enforce regulations on social life through rules, norms and laws), and (3) football clubs as cognitive-cultural institutions with international

FIGURE 3.2 LINKING KEY DRIVERS FOR CSR WITH FOOTBALL CLUB INSTITUTIONAL PRINCIPLES



significance (institutions that create orthodoxy on how we think about and view the world). Each of these roles is considered in Figure 3.2 in relation to drivers for CSR. The next part discusses in detail each orientation and key research questions are drawn out in turn.

3.4.1 Football Clubs as Normative Institutions: Exploring Internal Appropriateness

The normative pillar of an institution emphasizes the role of organizational values and norms in creating expectations, with social obligations being at the heart of the normative schema. For many, football club organizations exist as normative institutions within which societal norms underlie and metaphors are created (football clubs as religion complete with saint managers, hero players, and demonic opponents). While other social institutions have declined over the centuries including theology, politics and the army, football clubs have arisen as both (1) ‘centres’ embodying sociological elements that speak directly to people’s loyalty (history, tradition, local identity), and (2) ‘role models’ that symbolize the importance of societal notions such as ‘fair play’, ‘vying and antagonism’ and respect for opponents. As such, they hold certain critical social resources that can create and communicate a sense of what is fair and legitimate.

This consideration suggests several areas where CSR becomes a relevant construct and raises worrying questions, in that it may be good for football clubs and football clubs may be good for CSR. Some of which closely relate to the reasons for CSR and the way the concept evolves and develops within football clubs; (1) what kind of drivers of change do clubs identify as reasons to adopt CSR in the communities in which they reside? (2) How is CSR developed within football club organizations (planning, implementation, control) from a long term perspective, and

can developmental phases be identified during this process? (3) Are there internal and/or external barriers to the development of more participative, collaborative, controlled and thus sophisticated CSR? Given that football clubs operate within sometimes vastly different social norms and leverage critical resources as to respond to different stakeholder demands, (4) what CSR-type activities can football clubs engage in as to balance their social with economic power and what delivery models are more effective? (5) How do football clubs use their business resources and management qualities for enacting CSR ends? What are the business and social benefits accruing by involvement to CSR and how do these benefits enacted and extracted?

3.4.2 Football Clubs as Regulative Institutions: Creating External Legitimacy

The regulatory component of football club institutions refer to rules that are enforced either by interacting parties (football clubs and the league) or by outside enforcing parties (government, international bodies). The issue here goes deeply to the heart of notions relating to “external legitimacy”, including regulations that may be carried out by force and/or rewards for compliance and best practice. Whilst illegitimate behaviours are more and more scrutinized including severe debts and anti-social behaviour, the way football governing bodies and football clubs choose to regulate themselves send strong messages to other social institutions and actors about the importance of regulations and the promise of transparency (Godfrey, 2009).

This consideration again raises several questions that directly link to the regulative power of football clubs and their CSR practice; (1) do football clubs have a social obligation for maintaining highest ethical standards of practice or advocate for social justice? (2) Do football clubs have a responsibility for monitoring their social

impact, and if yes, what kind of measurement are there? (3) Do football clubs self-regulate as to tackle CSR matters or they just follow CSR-related standards as enacted by leagues in a uniform fashion? (4) What is the role of national business systems in the development of CSR within football clubs from a specific cultural context?

3.4.3 Football Clubs as Cognitive-Cultural Institutions: Leveraging upon the International Momentum

The cultural-cognitive pillar draws on the idea that social actors such as football clubs act because they attach meanings to their actions; meanings that are socially created through communication and interaction. On this basis, football clubs can be seen as cognitive-cultural institutions surrounded by a strategic international momentum to play a significant role in the construction of a common framework of meaning (Scott 2001: 58). Specifically, this momentum is even greater if one considers that the language and logic of professional football and its club competition accommodate multiple linguistic contexts and works within various interpretive frameworks. While it constitutes of a universal metaphor for capitalistic competition and business life – where social background plays no role – the game also represents notions and reflects cultural perceptions where gender, race, age, and nationality are relevant to spectators but irrelevant to the production process.

Considering the cognitive-cultural characteristics of football clubs in an international level, several questions could be asked. (1) How can professional football clubs be effective competitors in their host league and effective citizens of the globe at the same time? (2) How do football clubs communicate their efforts and do they have some type of common/international obligatory social responsibility to adhere to certain standards of conduct? Given that they operate in different leagues and cultures, (3) what communication strategies are followed and how do these differ

amongst clubs and national spaces? Are there international dimensions to this? (4)
How can football clubs collaborate in CSR activity as to create harmony among warring fractions and nations, and what international strategies can be used to navigate and leverage the social impact and image of football?

All these key research questions and subsequent research problems remain unresolved in sport management and marketing research, and thus further inquiry should provide inductive and deductive process reasoning as to advance understanding in this under-developed area. Correspondingly, this thesis bases its research and analysis on multiple case studies of important football clubs, as case studies are said to be the most suitable method for a blend of induction and deduction reasoning process (Perry, 1998; Breitbarth and Harris, 2008). A summary of identified key research questions are provided and accordingly used to construct a relevant methodology.

3.5 KEY RESEARCH QUESTIONS AND GAPS

International Level

- (1) What kind of CSR-related issues do football clubs address with their stakeholders?
- (2) How do football clubs communicate their efforts and do they have some type of common/international obligatory social responsibility to adhere to certain standards of conduct?
- (3) Given that football clubs operate in different leagues and cultures, what communication strategies are followed and how do these differ amongst clubs and national spaces? Are there international dimensions to this?

National League Level

- (1) What kind of drivers of change do clubs identify as reasons to adopt CSR in the communities in which they reside?
- (2) How is CSR developed within football club organizations (planning, implementation, control) from a long term national perspective, and can developmental phases be identified during this process?
- (3) Are there internal and/or external barriers to the development of more sophisticated CSR? If yes, what are they?
- (4) What is the role of national business systems in the development of CSR within football clubs from a specific cultural context?

Organizational Level

- (1) What CSR-type activities can football clubs engage in as to balance their social with economic power and what delivery models are more effective?
- (2) What are the business and social benefits accruing by involvement to CSR and how do these benefits enacted and extracted?
- (3) How can football clubs leverage their CSR involvement through better structures, measurement and delivery models? Do structural CSR-related changes indicated cultural changes as well or is CSR just a façade?

The next chapter considers the methodological steps undertaken and the research approach followed to address all these key research questions and in turn test our proposed club-specific model.

CHAPTER 4

METHODOLOGY

This chapter outlines the methods and procedures that were used to investigate CSR on the part of professional football clubs. Its predominant purpose is to provide a guideline for solving unsettled issues in relation to CSR in professional football organizations, examining both internal and external environmental parameters that may influence the development of the concept across different football cultures. This methodology is therefore purposefully designed to cover conceptual and empirical ground about CSR, answering key research questions identified in the last part of chapter 3. It includes the research strategy, the research design, the research procedures for data collection, and ultimately the overall limitations of this enquiry.

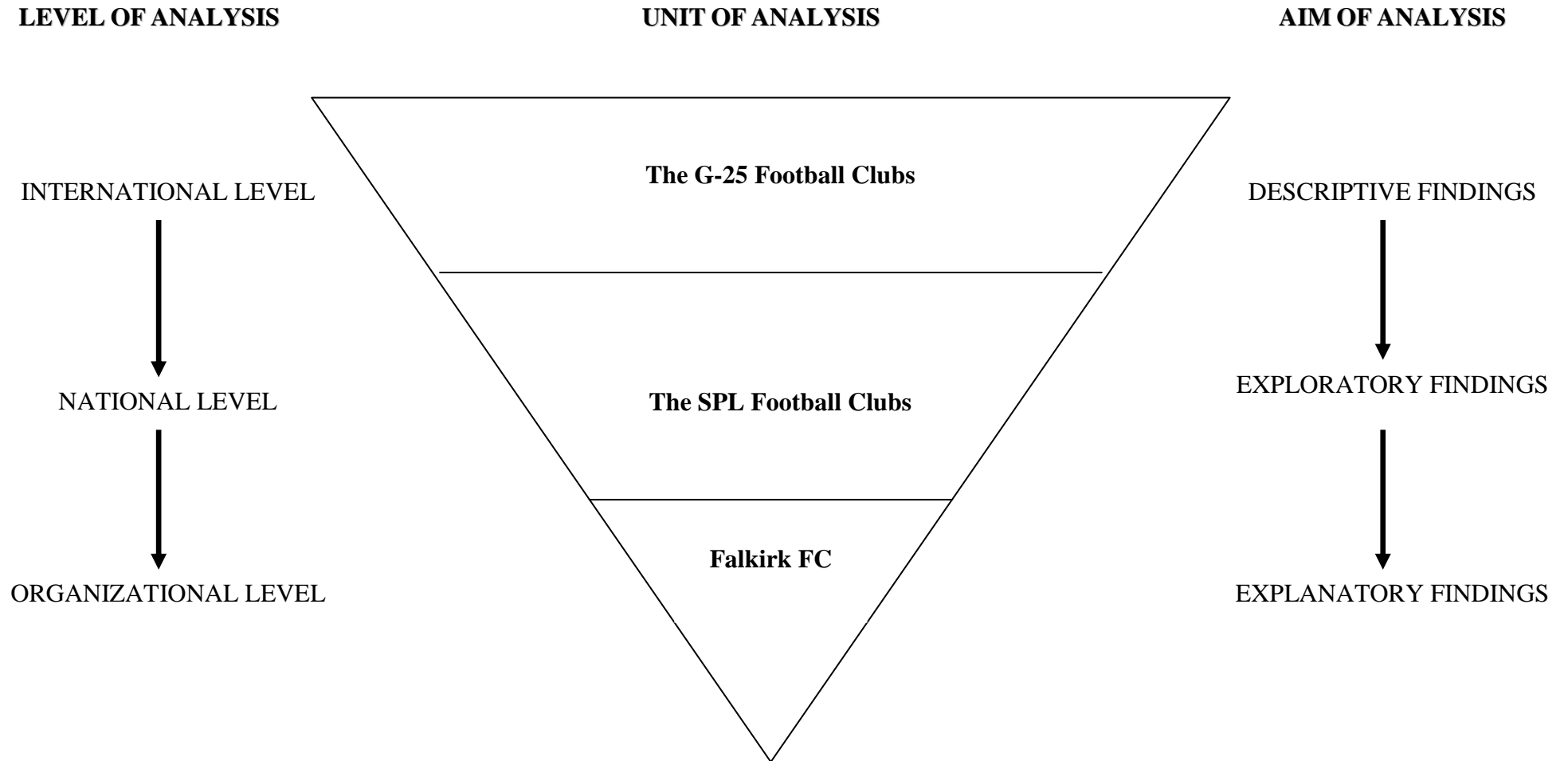
4.1 RESEARCH STRATEGY

The area of CSR and professional football clubs has only recently been investigated in both an exhaustive and exploratory fashion (Breitbarth and Harris, 2008; Walters and Chadwick, 2009; Walters, 2009; Walters and Tacon, 2010; Hamil and Morrow, 2011). To systematically understand CSR and its implications for football governance, several different methods have been previously employed by scholars. Some researchers have used disclosure analyses often as a tool to identify properties of CSR in football contexts, and in turn define different forms/types the concept takes. Others have based their studies on empirical data collected from interviews and personal observations, often aimed at defining generic processes of and motivations for CSR.

The methodological strategy employed by this research attempts to blend existing methods for examining CSR into one design. Given that its focal point is football club organizations, it adopts a variety of research techniques and uses manifold sources of evidence (both disclosure data from content analysis and empirical data collected through interviews and personal observations). This strategy builds up in accordance to the club-based logic and model developed at chapter 3, and considers various organizational, national and international parameters that may influence the way CSR is perceived by football club. As such, it contains three overlapping case studies, entailing an overall evaluation of 38 professional clubs in relation to their respective CSR activity. These clubs were chosen since they operate under varied social, economic, cultural and political environments and as an inevitable and legitimate effect may deploy CSR differently (see Figure 4.1).

There are several reasons why multiple case studies were designed and adopted as the main strategy for this enquiry. Case studies were chosen since they provide a realistic approach to distinguish CSR from its respective context, and

FIGURE 4.1
METHODOLOGICAL STEPS AND CASE STUDIES



because they can offer analytical generalization, as opposed to statistical generalization, relating to the application of and perception towards the concept (Yin, 2003). Case studies are said to be the most suitable method for a blend of induction and deduction reasoning process (Perry, 1998), as they provide in-depth understanding, both exploratory/descriptive and explanatory, to discover causation in order to find underlying principles.

While they involve an in-depth, longitudinal (over a long period of time) examination which benefits from the prior development of theoretical propositions, case studies can provide a systematic way of looking at CSR, collecting data via multiple techniques and across different clubs, analyzing information and reporting the results. In this regard, case study methods can be both an empirical tool to investigating CSR within its real-life context, that of football clubs, and a conceptual platform for ‘CSR sense-making’ across different instances, occasions and business models. As such, the case studies employed by this research can provide answers on why CSR happened as it did and what might be important to looking at more extensively in the future.

4.2 RESEARCH DESIGN: MULTIPLE CASE STUDIES

Three sets of football clubs were adopted for evaluation, as can be seen in Figure 4.1. The rationale behind this triangular schema is underpinned by the premise that the chosen clubs are influential contexts in which CSR practice and theory develops and evolves both in a national and cross-national perspective. There are several reasons why such a multiple case study design (with three levels of analysis) was chosen.

First, the triangular design presented at Figure 4.1 reflects a ‘top-down’ approach to move from general to specific contexts when examining CSR. Shifting

sequentially and independently from an international to a national and then to an organizational research setting for examining CSR in football clubs, it is a step-by-step narrowed-down logical process to define the emergence of principal ideas regarding the concept; or else to move from general CSR principles, rules, and agendas to specific contexts, conclusions and outcomes. Compared to single case study designs, the main advantage of the ‘top-down’ methodology lies in the fact that it allows questioning of CSR not only as an organization-specific business tactic with great variations in terms of quality and format, but also as socio-business strategic intersection that currently gains momentum across the industry of sport internationally.

Secondly, given that the concept is in many cases misconceived, misinterpreted and context-specific, the ‘top-down’ design allows for definition of corporate and social responsibilities on the part of football clubs from multiple angles; providing both descriptive and explanatory insights at the same time. Instead of just focusing on one football club as to address what CSR entails for football organizations, our research design is believed to provide more knowledge and insights, in that it addresses aspects of the concept through multiple methods, in varied football clubs, and across different levels of involvement (whether local, national or international). However, future research could use our methodological design upside down, for instance by examining one specific club, then creating a CSR typology, and subsequently move on testing this typology in different national and international football markets. To this end, research attention would be needed on the selection of a relevant football club that could be used as representative pilot case, provided that football clubs are different one to another.

Lastly, among the purposes and advantages for mixed-method evaluation designs such as the design proposed in Figure 4.1, Greene et al., (1989) highlight five major ones that might enhance the evaluation and are of relevance to this methodology; Triangulation, complementarity, development, initiation and expansion. The next subsections address these issues and provide additional information as to how the three levels of analysis informed each other.

Triangulation: The design proposed at Figure 4.1 offers a sense of ‘triangulation’. Triangulation is achieved by intentionally using more than one method of gathering and analyzing data about the same phenomenon (in this case CSR) in order to seek convergence and corroboration and to eliminate the inherent biases from using only one method (Denzin, 1988). Triangulation of results increases chances to control, or at least assess and account for, some of the dangers or multiple causes influencing the results obtained by different football clubs. To this end, this thesis adopts and implements different methods simultaneously and independently to provide triangulation, testing the consistency of findings obtained by football clubs about CSR through different research instruments. Specifically, in our triple-level case study design a content analysis (Study 1) is followed by interviews (Study 2) and complemented with personal observation and involvement by the researcher (Study 3).

Complementarity: The design employed by this thesis offers a sense of complementarity. Complementarity seeks elaboration, enhancement, illustration and clarification of the results from one method with the results from another method. It involves using different results to measure overlapping but sometimes different phenomena, as well as clarifying and illustrating results from one method with the use

of another method. In our case, complementarity is achieved in two ways offering a learning process to continually add information and reinforce knowledge about hidden underlying aspects of CSR in football clubs. First, there is ‘practical’ complementarity as far as the business development of football clubs is regarded. Football is becoming global, thus a research design that accounts for organizational, national and international aspects of CSR is of need. In addition, Figure 4.1 offers ‘theoretical’ complementarity in that information is gathered and filtered through different research tools. Specifically, a content analysis of web pages is complemented by analysis of annual reports and archival documents, followed by interviews with key managers, and personal observation and participation by the researcher.

Development: Within the proposed methodological design lies an aspect of ‘development’. Development means that the results from one method inform, shape and help develop subsequent methods or steps in the research process. To this end, the research rationale and design adopted within this thesis is of relevance in that the results from one method could be used to develop subsequent methods (i.e. the results of a content analysis lead to a CSR typology which in turn help develop a case study protocol and interview guide). In this thesis findings from study 1 lead to study 2, and respectively results from study 2 are used as basis and motivation for study 3. More fundamentally, results obtained by an international content analysis on CSR activity in football clubs (Study 1) show that the national context in which a football club resides and operates often influences the way it addresses its CSR-related matters. This leads to the development of a second study, whose purpose is to encapsulate and assess national characteristics/factors that impact on the development of the concept within professional football clubs. Following outcomes from study 2, a third study can be developed aimed at binding the methodological logic together and offering a sense

of research development. To this end, study 2 identifies that certain football clubs show a greater level of integration between CSR and other business strategies. This finding provided the conceptual basis and impetus for the development of an in-depth examination of CSR in a specific football club. Study 3 is aimed at identifying organizational implications and practical aspects of the concept's development, consider what CSR integration with other football business strategies may entail, and define the benefits of such integration.

Initiation: The research design proposed at Figure 4.1 allows for 'initiation'. Initiation looks for paradox, contradiction and new perspectives in the hope of discovering why such contradictions exist. In this regard, our research design stimulates new research questions or challenges results obtained through one method. It offers a new way to come up with creative alternatives to traditional or more monolithic ways to conceive and implement evaluation of CSR in sport organizations. More fundamentally, in-depth interviews with chief executives and other top or bottom-line managers, along with personal observations and participation of researcher in general meetings, in many cases suggest new insights on how CSR has been perceived, prioritized and valued across different football clubs. Inside tips and hidden information, as opposed to corporate CSR communications –i.e. the official web-sites and annual reports –can lead this investigation into different challenging avenues.

Expansion: It is of equal importance that our proposed research design has the ability for 'expansion'. In our case, integration of procedures mentioned above (content analysis, personal participation, semi-structured interviews) expand the breadth of the overall study and likely enlighten the more general debate on social change through

football clubs, CSR and professional football governance, the importance of public and private sector in this process, the role of national business systems in the development of CSR in football clubs, and the impact of international pressures and momentum on the development of a wider football-related CSR agenda.

4.3 RESEARCH PROCEDURES

Three essential methodological steps were undertaken as to implement this research according to the triangular design presented above. The next parts describe these steps.

First Step

In order to create a fundamental understanding about CSR in football clubs, a first study was developed. This study was predominantly aimed at providing concrete descriptive and exploratory findings about the application, communication and development of CSR across different football organizations. Another motivation for this primary research was to determine the extent to which CSR communication evolves and develops amongst different football clubs and cultures.

A decision was taken after discussion with the supervisors and data was collected across 25 of the leading football clubs across Europe (for the purpose of the study these clubs were named as G-25 football clubs). This consisted of an exhaustive content analysis, with secondary data collected from official websites, annual and CSR reports. The G-25 study focuses on answering three key research questions: (1) what kind of CSR related issues do football clubs address with stakeholders? (2) How do football clubs communicate their CSR efforts, if they do so? (3) What

communication strategies are followed and how do these differ amongst clubs and national spaces, and are there international dimensions to this?

In addition, the examination of CSR across leading football clubs sought to determine what CSR-type activities can football organizations engage in as to balance their social with economic power, and what delivery models are more prevalent, and in cases more effective, in particular national contexts and football clubs. Answers are also given as to whether football clubs have some type of common/international obligatory social responsibility to adhere to certain standards of conduct, with a number of CSR-related issues identified as more prevalent than others. The results also highlight that certain clubs develop and portray CSR beyond their borders; whereas others seem to be ‘prisoners’ of their national context often restricted by numerous business and public barriers including legislations and low levels of media support. Findings map into a codified typology of CSR in professional football clubs, and an international CSR agenda including the most prevalent types/forms of football-related CSR is presented.

Second Step

Following the outcomes and implications occurred by the first cross-national (G-25) analysis, the second methodological step was to narrow down even more on the matter of CSR in football clubs; to provide more exploratory outcomes. Considering that CSR is also emerging as a matter embedded in the national context in which a club operates and assigns its responsibilities including legislations, control mechanisms, power systems, public support and the media (for more see Habisch et al., 2005), a nation-wide case study was designed and adopted. Its main purpose was to address the matter of CSR from a league-wise national point of view, whilst

focusing on practical aspects of CSR's development and implementation. The heart of this national-wide study was Scottish football clubs that participated in the Scottish Premier League (SPL) between 2010 and 2011 (and for the purpose of the study these clubs are referred to as the SPL football clubs). The SPL analysis draws on primary and secondary data collected, including content analysis of official websites and annual reports, face to face and telephone interviews, participant and personal observation (attending General meetings, match-days), analysis of archival material, and on line fan blogs and other media analysis.

The SPL enquiry focuses on answering three key research questions; (1) what kind of drivers of change do clubs identify as reasons to adopt CSR?; (2) how is CSR developed within football club organizations and what developmental phases can be identified during this process?; and (3) are there internal or external barriers on the journey to more sophisticated CSR. Drivers of change, managerial implications, environmental and internal barriers posed to football club management when CSR unfolds are identified and highlighted.

In addition, its findings sought to determine the role of national business system characteristics/parameters in the development of CSR in the chosen clubs, revealing aspects of the overall CSR network that have led football clubs to either self-regulate or adhere to certain governmental/institutional standards. After comparison with the results of the G-25 study (first analysis), the results of the SPL study also sought to conceptually map into a stage-by-stage rationale for understanding the development of CSR in football clubs from a developmental long-term national perspective.

Third Step

Having a cross-national and league-wise view of CSR in football clubs, the last methodological step goes even deeper on the phenomenon of CSR in football clubs. A third study was developed and adopted focusing on the matter of CSR and its integration with other football and business strategies from an organizational point of view. The third study focuses on a specific football club, Falkirk FC, evaluating its CSR activity over the years.

To provide understanding on how CSR communication, development and implementation have evolved within the chosen club in different occasions, under different circumstances and over the years, this in-depth case study focuses on answering two important research questions; (1) how is CSR integrated with other corporate strategies, and what such integration entails?, and (2) are there business and social benefits as accruing by the application of more sophisticated CSR by a football club? If yes, what are they? The case of Falkirk FC provides additional understanding on how a football club can maintain or leverage CSR-related benefits and diminish CSR-related risks in a long-term perspective. In addition, it sought to determine a number of unique tangible and intangible capabilities football management may share and could/should apply in the pursuit of more sophisticated and effective CSR.

Before explaining further the potential methodological implications of these three overlapping studies on the overall design of this research, it is of importance to consider each study independently. Since each study was focused on different contexts for analysis (international, national and organizational), a detailed view of each design is required. Thus, the next sections provide detailed information on each study design separately.

4.4 STUDY 1 CSR COMMUNICATION IN THE G-25 FOOTBALL CLUBS

In order to investigate the matter of CSR and its characteristics in professional football clubs from an international perspective whilst encompassing its national characteristics, a case research design was adopted that draws on secondary data collected across selected leading football clubs (named as the G-25). This qualitative approach uses content analysis (in a similar fashion as to Breitbarth and Harris, 2008; Hsieh and Shannon, 2005) and focuses on two corporate channels for CSR communication, that of official websites and annual CSR reports.

There are several reasons why these communication channels were chosen. The importance of websites as a means of drawing conclusions about a club's overall communications has been confirmed in previous CSR research (e.g. Pollach, 2005; Maignan and Ralston, 2002); whereas the use of CSR reports is growing in significance amongst scholars and managers (e.g. Idowu & Towler, 2004; Tschopp, 2005; Idowu & Papasolomou, 2007). These message channels were chosen since they conveniently contain a variety of CSR information purposefully designed to communicate CSR to diverse legal and social stakeholders (from definition and motives to applications and outcomes), and because they reflect the organization's approach to, and perceptions towards CSR, in both a national and international context. The data collection procedures and basic assumptions for analysis are discussed in detail at Chapter 5.

4.4.1 Context of Study 1: The G-25 Football Clubs

Elite football clubs have always been influential in the development of professional football on an international scale. Their power on the world stage was best demonstrated in 2008, when the G-14 (network formed by 14 wealthy football clubs

in 2002) entered an agreement with FIFA and UEFA about compensation for international injuries and selection of players in World or European Cup Championships. The research design involves these 14 football clubs and adds to this ‘elitist’ network clubs that show considerable financial progress over the last 5 years, so as to incorporate a degree of market dynamism in the club selection.

This analysis focuses on a G-25 football club network (see Table 4.1) according to turnover rates presented in Deloitte reports on football club finance from the period 2004 and 2009. Given that CSR’s development is partly a matter of financial capability, the examination of the G-25 football clubs puts CSR into perspective, in that the wealthiest football clubs have the capability to shape the industry in how it perceives and communicates its social responsibilities.

The rationale of choosing the G-25 football clubs is underpinned by the idea that the chosen clubs are influential in the ways in which football-related CSR practice and theory has been developing. The respective football clubs reflect business organizations from different football marketplaces that have managed to progress both financially and in terms of playing performance. This analysis provides a realistic approach to investigating the practice of CSR communication, in that the G-25 football clubs are ‘progressive’ in the sense that they have the capability to influence the general understanding of CSR among football administrators.

4.4.2 **Limitations of Study 1**

This study is limited to the CSR communication undertaken by the G-25 football clubs. While this design helps to understand more of the role of CSR communication in major professional football, it leaves open how this purposefully designed communication reaches out and subsequently influences the different recipients.

TABLE 4.1 THE G-25 NETWORK

National Markets	Football Clubs	Turnover in Euro Millions
UK	Arsenal FC	263 (2008-2009)
	Chelsea	242.3 (2008-2009)
	Glasgow Celtic	111.8 (2006-2007)*
	Glasgow Rangers	120 (2006-2007)*
	Liverpool FC	217 (2008-2009)
	Manchester City	101.2 (2008-2009)
	Manchester United	327 (2008-2009)
	Newcastle United	101 (2008-2009)
	Tottenham Hotspurs	132.7 (2008-2009)
Germany	Bayern Munich	289.5 (2008-2009)
	Borussia Dortmund	103.5 (2008-2009)
	Hamburg	146.7 (2008-2009)
	Schalke 04'	124.5 (2008-2009)
	Werder Bremen	114.7 (2008-2009)
Spain	Barcelona	365.9 (2008-2009)
	Real Madrid	401.4 (2008-2009)
	Valencia	107.6 (2006-2007)*
Italy	International Milan	196.5 (2008-2009)
	Juventus FC	203 (2008-2009)
	Milan	196.5 (2008-2009)
	Roma	146.4 (2008-2009)
France	Olympique Lyon	139.6 (2008-2009)
	Olympique Marseille	133.2 (2008-2009)
Portugal	Benfica Lisbon	85.1 (2005-2006)*
Turkey	Fenerbache	111.3 (2007-2008)*

The clubs were selected according to Deloitte reports between 2004 and 2009. Twenty of the clubs are consistently among the wealthiest clubs over the last 5 years. Additionally, five of the clubs () appear at least ones in the reports of Deloitte and thus are included in the total G-25 design.

This problem has frequently been raised as criticism of designs that adopt an organizational rather than an individual-focused perspective, but it is used here as it is necessary to fully understand what CSR communication entails, before focusing on its impact.

The content analysis of the G-25 football clubs is another limitation. Content analysis is a descriptive method and thus may not reveal the underlying reasons for CSR communication, ignoring that individual organizations usually embrace different goals at the same time (Cyert and March, 1963). Consequently, although the advantage of the research approach employed is that it points out distinct areas that clubs focus on when communicating CSR, it is limited in determining actual empirical outcomes in terms of CSR development within the organization, and CSR practical integration (including developmental stages) with corporate strategy. There is also little consideration of actual activities as compared with stated activities.

Another limitation is related to the process followed during the data collection period. Information was collated in the English language and this is perhaps a barrier, as the English translation may not fully capture the original intent and tone. However, it is used here both for convenience reasons and because English is one of the most commonly acceptable languages internationally.

Lastly, the use of the G-25 to understand how CSR communication is treated in a cross-national context is a limitation. This design uses the richest clubs from different contexts as to offer a cultural dimension and model (see Table 5.4 in chapter 5). It uses at least two or more football clubs from the same national context as to produce more accurate outcomes on the relationship between CSR and national business system characteristics. As a result of this consideration of national versus

international dimensions, a decision was made as to exclude two clubs from the analysis for being unrepresentative of national characteristics of CSR (i.e. Benfica FC –Portugal, Fenerbahce FC –Turkey). These clubs were the only ones from their country to belong to the G-25 network. Future research could assess more, or all, of the clubs that belong in the European network and ensure sufficient national coverage.

4.5 STUDY 2

CSR DEVELOPMENT/ IMPLEMENTATION IN THE SPL FOOTBALL CLUBS

In order to analyze CSR in professional football clubs from a national league perspective, a second case study research design was adopted that draws on primary and secondary data collected across selected professional football clubs in a national context. The core of this research design is the twelve elite Scottish football clubs that participated in the Scottish Premier League (SPL) during 2010/2011 season (see Table 4.2).

There are several reasons why a bundle of professional football clubs from the same national context were chosen as the heart of this second enquiry. First, previous research has confirmed CSR as an inevitable outcome of a club's 'embeddedness' in community, which often depends on an overall national mode towards CSR. Although CSR is legitimate in the presence of increased stakeholder pressures, it is also of pragmatic importance given that it as well occurs in the form of institutional interventions, mandatory requirements and costly penalties.

Secondly, the first analysis (G-25) sought that certain football clubs are influenced by national and/or context-specific matters when formulating and communicating their CSR actions. This has led to an increased attention on nation-specific matters that influence the way CSR unfolds within professional football clubs.

Thirdly, this analysis gives a clear understanding of societal, legal, and other stakeholder drivers that influence CSR's development in a specific football culture. It allows football clubs to explain how these factors have affected their perceptions on social and corporate responsibility, and thus provides a platform for understanding casualty patterns, barriers and implications behind the development of CSR within football clubs.

Fourth and finally, Scottish football clubs were chosen for convenience reasons, as the researcher was based in Scotland. Future research can use this design and its outcomes in other national (league) settings and provide impetus for replication and comparison. The data collection procedures and basic assumptions for analysis for this study are discussed in detail at chapter 6.

4.5.1 Context of Study 2: CSR in Scottish Premier Football

Scotland has been a multi-racial national context in which co-operative business structures, consumer activism and corporate social responsibility has been flourishing (SBC Sustainable Summit Report, 2010). Given the country's historical, political and social structure and its philosophical underpinnings, which Paterson (2002) describes as social democratic communitarianism, the concept of CSR has developed across multiple sectors of the national economy..

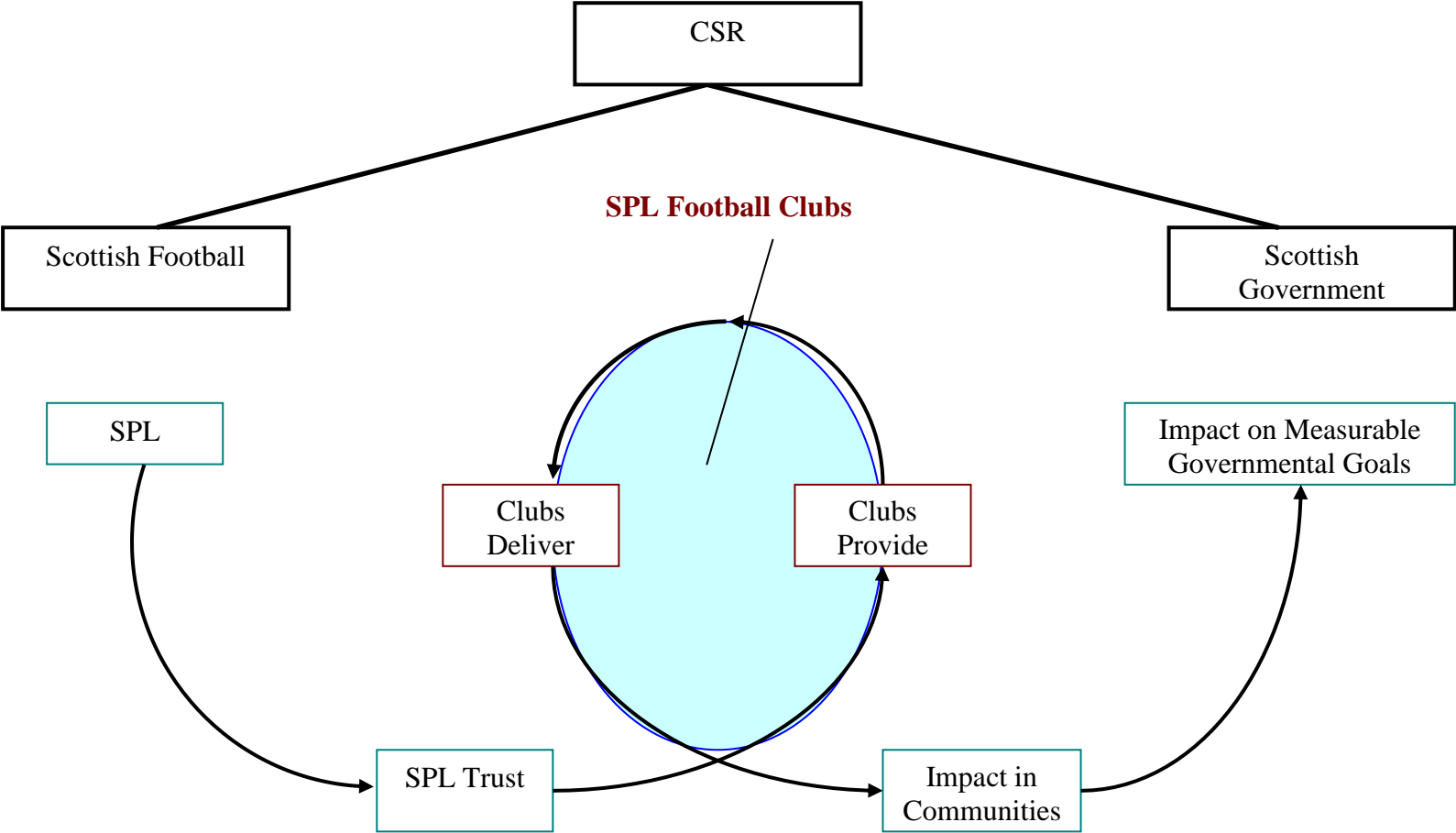
Hamil and Morrow (2011), in their paper on the context and motivations for CSR in Scottish football, argue that CSR development occurs mostly as an outcome of the clubs' community embeddedness and stakeholder position in Scottish society – with proactive, normative and integrative CSR approaches being apparent and further development to come. In addition, CSR in Scottish football has been boosted through nation-wide initiatives by the Scottish Football Association (SFA) notably in the areas

TABLE 4.2 OVERVIEW OF SPL CLUBS DURIND 2010-2011

	2009/10 financial year	Season 2009/10	
	Turnover (£000s)	Final league position	Average home attendance
Aberdeen	7,053	9	10,461
Celtic	61,715	2	45,582
Dundee United	6,052	3	7,821
Hamilton Academical	2,543	7	3,005
St. Johnston	4,045	8	4,717
Heart of Midlothian	7,908	6	14,484
Hibernian	7,064	4	12,164
Inverness CT	*	Newly promoted	
Kilmarnock	6,136	11	5,919
Motherwell	4,380	5	5,307
Rangers	56,287	1	47,564
St. Mirren	3,875	10	4,414

*turnover rates for Inverness CT could not be obtained from the club

FIGURE 4.2
THE SPL TRUST: DEVELOPING CSR IN SCOTTISH FOOTBALL CLUBS



of grassroots football. Additionally, the matter of CSR increased its importance after the formulation of the Scottish Premier League (SPL) organization in 1998, which although formulated for economic reasons it had also social orientations and goals. In fact, the SPL is now Scotland's leading sporting competition contributing £166 million to the national economy, from which almost £8 million was invested in 2010 by football clubs in community activity (SPL community report, 2011). Since its foundation, the SPL organization has introduced key league-wise long-term initiatives to improve the game in priority areas such as stadia standards, fan safety, youth development and community involvement.

More recently, in 2009, the SPL introduced a new CSR-related charitable structure, the SPL Trust, in order to incorporate more CSR principles into its football club members and advance CSR activity further. The Trust was formed as the charitable extension of the SPL company with the goal of delivering a consistent message across three fundamental notions; health, citizenship, and achievement. Table 4.3 and Figure 4.2 illustrate how CSR develops within the SPL Trust, demonstrating the agency role of football clubs, the central coordination by the SPL, and the auditing process of measuring the impacts of CSR initiatives according to Scottish Government National Goals.

4.5.2 Limitations of Study 2

This study is limited to the CSR development across 12 SPL clubs. While this design helps to understand the organizational aspects of CSR's progress within elite Scottish football clubs, it leaves open how its development occurs in different national football settings and eventually within different club organizations. This problem has frequently been raised as criticism of designs that adopt a particular national

perspective, but it is used here as it is necessary to understand how CSR unfolds within football organizations from the same league (i.e. that operate under the same rules) before focusing on similarities and differences within clubs from different cultures.

TABLE 4.3
AN SPL TRUST INITIATIVE AND ITS POTENTIAL OUTCOMES

Name of national Initiative	Future Jobs Fund
Impact on Scottish Economy	<ul style="list-style-type: none"> (1) It costs the Scottish economy £52,000 per year to sustain a young person in education, employment or training. (2) The cost per head of putting a young person through an SPL Trust Future Jobs Fund Placement is £13,000 per year.
Investment	<ul style="list-style-type: none"> (1) The total cost to public finance of sustaining 196 young people out of work for a 6 months period would be £5,096,000. (2) The total investment by central government against these 196 young people going through the Future Jobs Fund for the same 6 month period is £1,274,000
Return on Investment (ROI)	<ul style="list-style-type: none"> (1) Potentially, if all 196 young people are supported back into full time employment, this represents a cost saving to public finance of £3,822,000 for the 6 month period of a future Jobs Fund placement (i.e. £5,096,000-£1,274,000). (2) Of this figure and the 236 jobs in “unemployment hotspots”, we recognize that delivering applicants back into permanent employment is helping to meet the Scottish Government National Outcomes of supporting people into “better employment opportunities”.

Adopted by SPL CSR report 2010/2011

Secondly, this design generated a variety of respondents for the interviewing process. Interviews were held with one chief Executive, one associate Director, one Head of PR department, one Head of Adult Learning, one Head of Corporate Social Responsibility, one Academy director, two Heads of Community Foundations, two Community Managers and two Community Coaches. Although the variety of interviewees inevitably provides different perspectives from within the clubs, along with different levels of appreciation towards CSR, it is also educational in that it provides insight on the extent to which CSR-related concerns are prioritized within the football organizations.

A further limitation may be related to the generalizability of our conceptual analysis and its implications for football clubs. The developmental phases identified by this study are predominantly based on the empirical findings/information collected by the SPL clubs, and thus may not reveal how CSR development evolves in other football club organizations from different leagues and nations. Future research can adopt the propositions/stages, as presented in chapter 6, in a different national or cross-national context and develop it further.

4.6 STUDY 3

THE BUSINESS AND SOCIAL CASE OF CSR IN FALKIRK FC

The purpose of this third study was to focus on the business and social benefits of CSR from a specific football club point of view. This enquiry was predominantly aimed to examine ways in which a chosen club engages with different stakeholders, particularly community and commercial ones. An additional objective was to illustrate whether an opportunity exists for both commercial and community organizations to develop a partnership with a community sports Trust as part of their own CSR strategy.

An explanatory approach based on an in-depth case study examination of Falkirk FC was designed and adopted. This includes an in-depth examination of both Falkirk FC and its independent Trust organization, drawing on data collected with a range of techniques consistently with Yin's view (1989) that multiple sources of evidence provide convergent lines of enquiry. The data collection procedures and basic assumptions for analysis are discussed in detail at chapter 7.

Falkirk FC was chosen for two main reasons. First, the club has recently developed an independent community trust organization, Falkirk Football Community Foundation (FFCF), in an effort to bring key areas of community work under one umbrella organization, which was formerly its Football in the Community scheme. The foundation of Falkirk FC has now charitable status and structural and financial independence from the core club, with its own trustees, objectives and strategies. This shift in developing an independent delivery agency for CSR, as opposed to dependent internal CSR-related departments and/or projects, illustrates a strategic decision to take a more enlightened approach to community relations and stakeholder engagement. However, it raises questions as to how or whether the independent Trust organization and the core football club collaborate to achieve more integrative CSR solutions.

Secondly, Falkirk FC differs in size and in ability to dedicate resources to community programmes, compared to other football clubs analyzed in this research. The club illustrates a best case example of a smaller-scale professional football club that has gone through varied organizational changes and problems over the last two decades. From provisional liquidation with debts of 1.7 million pounds in 1998 to relocation into a new community stadium in 2004, and a whole re-branding management process aimed at re-aligning the club with its local community and re-

establishing it as a community-based organization, the case of Falkirk FC not only shows the potential for smaller-scale clubs to successfully manage relationships with the local community through a community Trust, but also undermines the CSR-related strategies, decisions and organizational changes undertaken to enact more strategic benefits for the football club and its communities. Therefore it is hoped that by selecting a small-scale but particularly-shifting football organization such as Falkirk FC, the strategic benefits and position of CSR in football governance will be more apparent and revealing.

4.6.1 Context of Study 3: Falkirk FC and CSR

Falkirk Football Club is a Scottish football club based in Falkirk, currently playing in the Scottish Football League. Falkirk sits at the heart of a substantial catchment area embracing Bo'ness and Linlithgow in the east, Grangemouth, The Braes, Larbert and Stenshousemuir, Denny and Dunipace with a total population in excess of 144,000. The club's date of formation is a point of much contention, although most accounts point to the year 1876 as the probable point, and this is the date used by the club and its fans as the formation date. The club quickly developed the nickname "The Bairns", a Scots word meaning child, son or daughter. This was in homage to an ancient Falkirk Burgh motto, "Better meddle wi' the deil [devil] than the Bairns O'Falkirk". In the First World War, a tank adopted as a wartime mascot by the people of the town was also named "The Bairn" in honour of this. The club has a proud record of achievements, including two Scottish Cup wins and numerous Scottish League titles, and had produced many players of international standing. For the greater part of its time the club performed in the top flight of Scottish football.

However, during the 1990s, while the football team enjoyed a period of relative success on the field, there was a decline in the business foundations of Falkirk FC and an increasing dislocation with the community. For some ten years, two successive owners had no close ties with the community in which Falkirk FC was based. On top of that, there were three occasions in which Falkirk FC was denied promotion (either directly or entry into a play-off) to the SPL; a situation that led to alternative financial problems. The subsequent effect has been Falkirk FC to being put into provisional liquidation in April, 1998, with debt of £1.7 million.

In June 1998, a consortium of business people, all with strong local links, acquired Falkirk FC which was in interim receivership. A new Board was formed with the prime objective of relocating Falkirk FC out of Brockville Park to a new SPL compliant stadium, and to establishing Falkirk FC once again in the top flight of Scottish football. Unlike many other grounds in Scotland, Brockville Park was located in an awkward seven acre site hemmed in by a railway line, a factory and housing, making it impossible to be renovated into a 10,000 seat stadium. Therefore, it has always been recognised that the only way for Falkirk FC to establish a 10,000 seat facility would be to sell Brockville and move to a new site.

In 2004, Falkirk FC eventually moved into its new stadium at Westfield area, named under the title Falkirk Community Stadium. Since then, the club has developed further its business, investing into football academies (i.e. collaboration with Stirling University to use its international class sport facilities) and maintaining an 8-year constant participation in the SPL league. Recently, the club revealed the initiation of an independent foundation as to advance its involvement on social matters and enhance its engagement with the local and national communities.

4.6.2 Limitations of Study 3

There are two important limitations as far as the in-depth case study of Falkirk FC is concerned. First, despite this case design helps on understanding more of the role and implications of CSR within a smaller-scale football club in different occasions and circumstances, there is limited generalizability of results. At this end, since the researcher is studying a limited case very deeply, it is hard to apply what is learned to society in general or other football organizations in particular. Although certain aspects of CSR can be extracted as far as the use and application of the concept is concerned, there are several context-specific factors, including governance model, business and football objectives, size and availability of financial and other resources, which can influence the way a football club prioritizes and develops the concept.

Additionally, there is a matter of inter-subjectivity which has to do with the nature of qualitative research itself. Since it involves observation, interaction, interviews, and content analysis of a particular case, most of the interpretations are made based on the opinion of the individual researcher. In other words, if you and I spent a day at a football club taking notes of things we found to be significant or interesting about how CSR is perceived and executed within the organization, the things you noted may be very different than what I noted as important. This is because each of us makes decisions and judgments based on our own individual world view. However, since our case study is based on observations of events as they happen, and follows a structured logic of evaluation and protocol, this design may be relevant for replication in a different study, whether in another football club or any other sport organization.

4.7 IMPLICATIONS AND DELIMITATIONS OF METHODOLOGY

This three-level study was delimited in the following ways:

- (1) The overall study was restricted to football clubs participating in either the G-25 football club network or the SPL league during the 2010/2011 period. Only one smaller-scale football club was included and analyzed in-depth.
- (2) The study was restricted to the use of three case study designs. The data were cross-sectional in nature as each interviewee provided responses at only one point in time. It is possible that the responses would shift for several CSR-related matters depending upon particular situational elements (i.e. an emerging and serious societal problem could easily be adopted by a football club as its central CSR message) . It is hoped that any extreme outcomes would either have been evident in the preliminary analysis or cancelled each other out over this longitudinal research.
- (3) The current design would have delivered more reliability and validity inferences and estimates of the true relations between CSR and football clubs, if only the researcher could have had access and examined all the clubs participating in officially-recognized national leagues in a pan-European or global scale; or have included evaluations of all related stakeholders.

The results of the study are presented in the next chapters. Chapter 5 is devoted to the findings derived by the G-25 analysis (study 1) while considering its practical and theoretical implications. Chapter 6 focuses on the SPL analysis (study 2) analyzing results collected across 12 SPL football clubs. Chapter 7 considers the case of Falkirk FC (study 3) and provides an alternative rather organizational view for dealing with

CSR-related matters and implications. The thesis concludes at Chapter 8 which highlights the overall implications of this research, considers its potential practical and theoretical contribution with regards to the discipline of CSR and/in professional football clubs, and ultimately points out avenues for future research.

CHAPTER 5

CSR IN THE G-25 FOOTBALL CLUBS

Regardless of national and/or cultural background, several sport organizations have become global super-brands where huge financial, social and political power is being accumulated. This is increasingly the case in the professional industry of football if one considers that elite football clubs have not only spread their commercial agendas outside the field, but also become social vehicles through which troubled individuals from deprived areas (within and/or outside the clubs' immediate range of influence and national borders) can benefit.

This chapter considers how 25 of the wealthiest football clubs address their social responsibilities with various stakeholders. It focuses on issues, channels and strategies of CSR communication as to provide descriptive and exploratory findings on the definition and application of CSR from a football club organization point of view in a cross-national perspective.

5.1 STRUCTURE OF CHAPTER 5

Chapter 5 is structured into three main sections. The first section explains the techniques that were used for data collection and analysis in the G-25 football club study. It considers the basic decisions made as to collect and categorize data under relevant headings, and explains how the results were analyzed according to Tixier's theory on CSR communication (see chapter 2 for more information).

The second section overviews the results of the G-25 discourse analysis and provides background information about the clubs' social involvement, social outreach communications and respective targeted communities. CSR vehicles, partners and networks are drawn out. This section then addresses findings in terms of three key research questions: (1) what kind of CSR-related issues do football clubs address with stakeholders? (2) How do football clubs communicate their CSR efforts, if they do so? And (3) what strategies are followed and how do these differ across clubs and national spaces?

The third section considers the implications of this study and draws future research paths. CSR communication strategies are identified, revised and integrated into a cultural model through which emphasis is given on how CSR communication evolves across clubs, cultures and national spaces. Motivations, orientations and organizational implications are pointed out as to lead this investigation at chapter 6.

5.2 DATA COLLECTION AND THEORETICAL ASSUMPTIONS FOR ANALYSIS

Between January 2010 and May 2010, official internet sites of the G-25 football clubs were evaluated on an ongoing basis for information related to CSR. CSR reports available to the public were also collected and assessed to complement the web disclosure with additional information relating to a club's corporate social reporting.

While precise descriptions of how qualitative data should be collected, organised and presented remain elusive (McCracken, 1998), the content analysis followed steps suggested by Hill (1994), and was based on existing literature on CSR and CSR in football clubs.

First, as CSR is loosely centred on the notion that organizations should be concerned with their economic, legal, social, and discretionary responsibilities (Carroll 1991, 1979), websites and annual reports were scanned in their entirety for explicit and implicit statements regarding clubs' moral, ethical, legal, and social responsibilities to both internal and external constituencies. The aim of this review was to identify disclosure of CSR type activities, including descriptive information and more strategic information, reveal patterns among the information collected, and identify appropriate terms (see table 5.1). The database of results contained findings on a variety of CSR categories, such as on the themes of CSR (i.e. education, health), the clubs' missions and objectives (i.e. altruistic, business-oriented), and the stakeholder groups targeted (i.e. fans, youngsters, disabled individuals). Debateable and contentious categorisations and nodes relating to CSR were discussed with the two supervisors for reconciliation. Information was also collected regarding partnerships with other organizations (i.e. community, commercial, political, social), and the means through which CSR is carried out (i.e. football foundations, departments, projects).

Secondly, the information acquired was sorted and categorized by club, types of stakeholder, and national context. A search for similarities within the information was undertaken, resulting in the discovery of a number of interrelated and expressive themes. This step involved the reading and rereading of all data points several times, organizing similar information into separate groupings. Table 5.2 presents an example

for one club of the content analysis data collected in different CSR areas, including motivations, vehicles of execution, themes, stakeholders targeted, and partners. Records of this form for all G-25 clubs were prepared as the core database for analysis.

Thirdly, given that the purpose of this thesis was to address CSR from a club-based point of view, the results from each club were coded and recorded separately. Data was extracted by the researcher according to an agreed framework of data requirements and contexts, using a pre-set broad term structure. The final coding, classification and headings were derived through discussion with both supervisors and based on previous literature in the general area of CSR and CSR in football clubs. The results were finally sorted under the following headings: youth development/community coaching initiatives, education/learning initiatives, charity/fundraising activities, social inclusion initiative (gender and disabled), fan-led initiatives, and health-related initiatives.

Particular attention was additionally paid to understand how CSR communication was used (following recommendations of Tixier, 2003). Three elements of Tixier's theory appeared to be relevant to the determination of CSR communication in football from an international perspective whilst encompassing CSR's national characteristics.

(1) Integration of CSR to the corporate-football strategy – whether or not a football club presents its CSR activities separately to its commercial and football activities

(2) Orientation and Vocabulary of CSR – whether a football club uses soft or hard language when expressing its CSR including objectives and activities.

(3) Management tendency to take CSR – related risks and motives of doing so – whether a football club is reactive or proactive towards issues arisen in the society, and the relation of this approach with business motives.

TABLE 5.1
TERMS USED TO REPRESENT CORPORATE AND SOCIAL RESPONSIBILITY

Financial/ economic node	Legal node	Social node	Discretionary node
Profitability	Licence	Citizen	Philanthropy
Return on Investment	Taxation	Community	Volunteerism
Revenue	Regulations /	Development	Volunteer
Finance	Penalties	Social	Ethics
Shareholders	Laws	Society	Values
Stockholders	Policies	Sustain	People in need
Longevity	Accountability	Beneficiaries	Vulnerability
Sustainability	Codes of Conduct	Fans and non- fans	Ethos
(corporate)	Policies	Stakeholders	Charity
Budget	Health and Safety	Public	NGOs
Win-win	Stewardship	Synergy	Fundraising
Auditing	Diversity		Commitment
Reporting	Labour Standards		

TABLE 5.2
CONTENT ANALYSIS DATA COLLECTED FOR THE G-25 FOOTBALL CLUBS (SAMPLE)

Real Madrid FC				
Execution of CSR		Communication of CSR		
<u>Entity</u>	Foundation Real Madrid	<u>Message Channels</u>	Traditional media	Radio, Foundation Magazine, TV coverage
<u>Mission</u>	‘promote the intrinsic values of sport for education and social inclusion...and reinforce the Madridistas idea’		New Media	Web site, Real Madrid TV, Real Madrid YouTube channel
<u>Themes & Issues</u>	(1) Institutional Activities-Legacy (I.e. archive centre, museum, annual galas) (2) Education through sports (i.e. socio-sport schools, Academic conferences, Luis de Carlo Forum) (3) Promotion of sport & Physical activity (4) Social inclusion (i.e. Unemployment, peace)		Official reports	Not published
<u>Stakeholders targeted</u>	Children (I.e. pupils) Elder (I.e. veterans) Youngsters in need (i.e. Sierra Leone under-aged soldiers)	<u>Focus of communication</u>	Input	Real does not explicitly communicate its input to CSR. Neither overall amount nor other indicators are used.
<u>Partnerships</u>	Community agencies (I.e. NGOs) Public partners (i.e. Spanish ministry of Sports & Madrid council) Third-Party (i.e. Rey Juan Carlos University) Commercial (I.e. BBVA, Caritas Spain)		Output	The club focuses on altruistic benefits (i.e. gratitude by our stakeholders) and identifies a fit between the club’s identity and its CSR beneficiaries
<u>Countries of Presence</u>	Spain, Latin America, Africa, Euro-Asia (i.e. Israel & Palestine)	<u>Use of vocabulary</u>	Real Madrid uses a hard approach when ‘speaking about CSR’ often referring to social actions as a integrative part of the club’s ethics, corporate values and overall citizenship	
<u>Overall orientation</u>	Local, National & Global	<u>Overall orientation</u>	CSR communication is purposefully designed to present the altruism of the club and not CSR benefits. CSR is communicated explicitly and integrated with different strategies of the club	

Information was thus specifically collected on clubs' motivations, CSR vocabulary, orientation of CSR initiatives, and variety of CSR-type programs. The strength of institutional framework and the integration of CSR communication with marketing strategy and management tendencies were additionally drawn attention. Data was extracted by the researcher according to an agreed framework of data requirements and contexts, using a pre-set broad term structure. Debateable and contentious categorisations were discussed with the two supervisors for reconciliation.

5.3 OVERVIEW OF RESULTS

The G-25 football clubs analysed in the current research design show an increasing attention to social responsibility, although they differ in the way they perceive, adopt, execute and communicate the concept. A first view of the results suggests that the G-25 football clubs have varied perspectives on how important CSR is to the football structure, especially when considering fans, the local community, and the organisation itself.

The majority identify a mixture of social and self-interest reasons to adopt and communicate CSR from “unselfishly support innocent people in an emergency” (Bayern Munich Hilfe e.v.) to “...reconcile the professional and business side of football with its ethical role” (Juventus FC-Heart Project). For instance, Real Madrid follows an altruistic approach when presenting its motives specifically aimed at “promoting the values of sport, education and social inclusion”. Liverpool sees CSR as a tool to “provide care and support for all children, regardless of age, race, background or ability...”. In contrast, Chelsea FC focuses on business objectives of its CSR while seeking “by 2014...to be recognized as the world’s number one football team”.

When it comes to how CSR is developed, it can be seen that CSR-related initiatives are not formulated solely or separately by the clubs, but they are products of partnerships with important institutions (i.e., community organisations, commercial partners, public agencies, and third party actors). Figure 5.1 summarises the most common CSR communication partners of the G-25 football clubs. Specifically, community agencies are the most frequent partners for CSR initiatives, with local and national charities being the most important. Public agencies such as local councils and national ministries are next in order, while partnerships with third-party actors (i.e., police, universities) have increasingly emerged in an effort to achieve more innovative practices and reach a better range of target audiences. These results reconfirm the conceptualisation of Breitbarth and Harris (2008) on the functional value of football organisations in facilitating partnerships and coordinating centrally the development of CSR.

When it comes to how CSR is carried out, the G-25 clubs vary on how they develop and structure their actions. Figure 5.2 summarises the vehicles through which CSR is carried out by the G-25 clubs. This shows that almost half of the G-25 football clubs have decentralised the management of their social image by formulating football Foundations in order to seek autonomy, tax relief, and governmental funding. A notably smaller percentage still exercises CSR from within the central football club corporate structure either via community departments or corporate projects, often supported by national schemes (i.e., football in the community). A quarter of the clubs do not specify the mechanism through which they deliver CSR initiatives, and thus

FIGURE 5.1 CSR INITIATIVE PARTNERS FOR THE G-25 FOOTBALL CLUBS

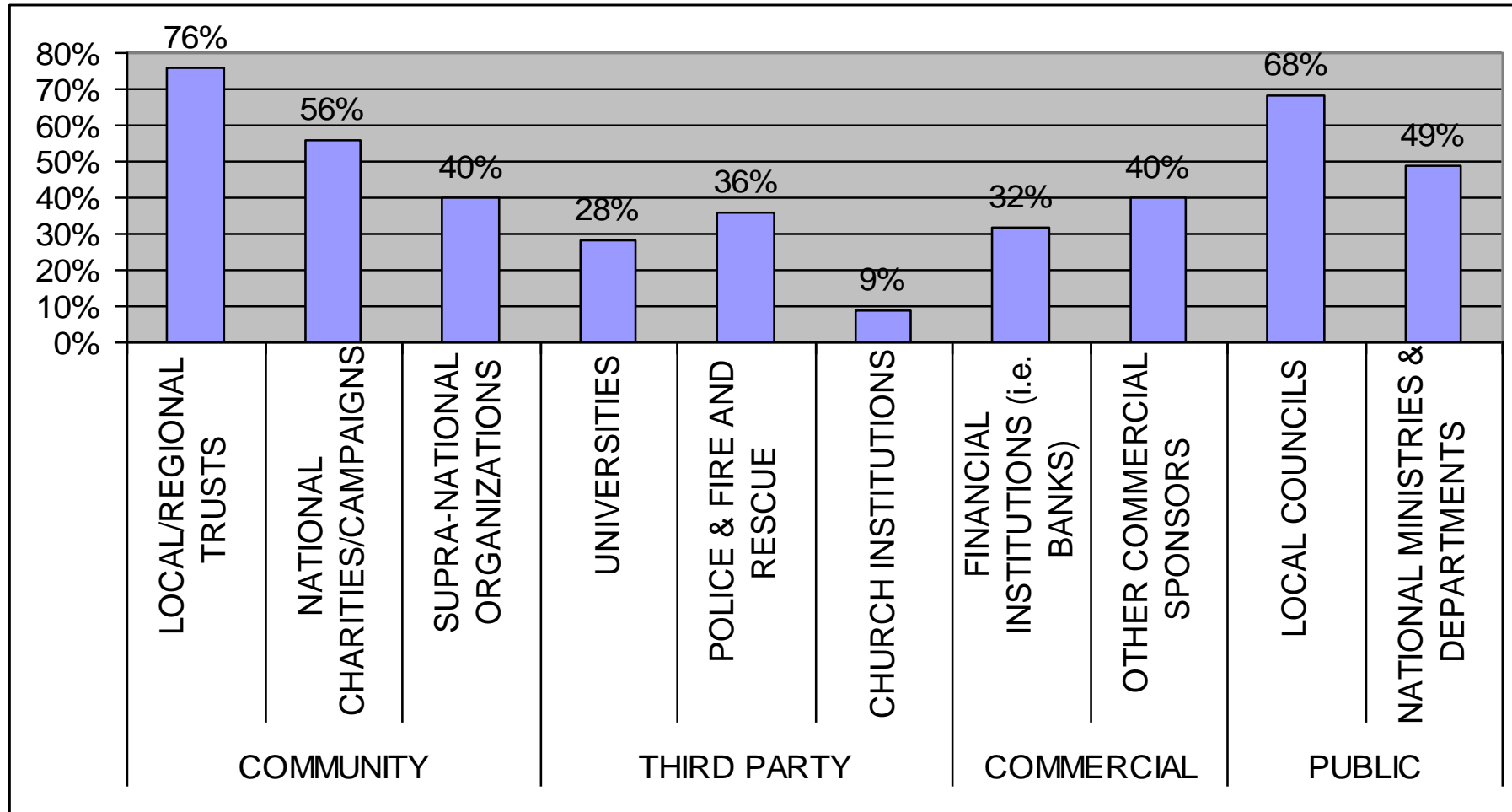
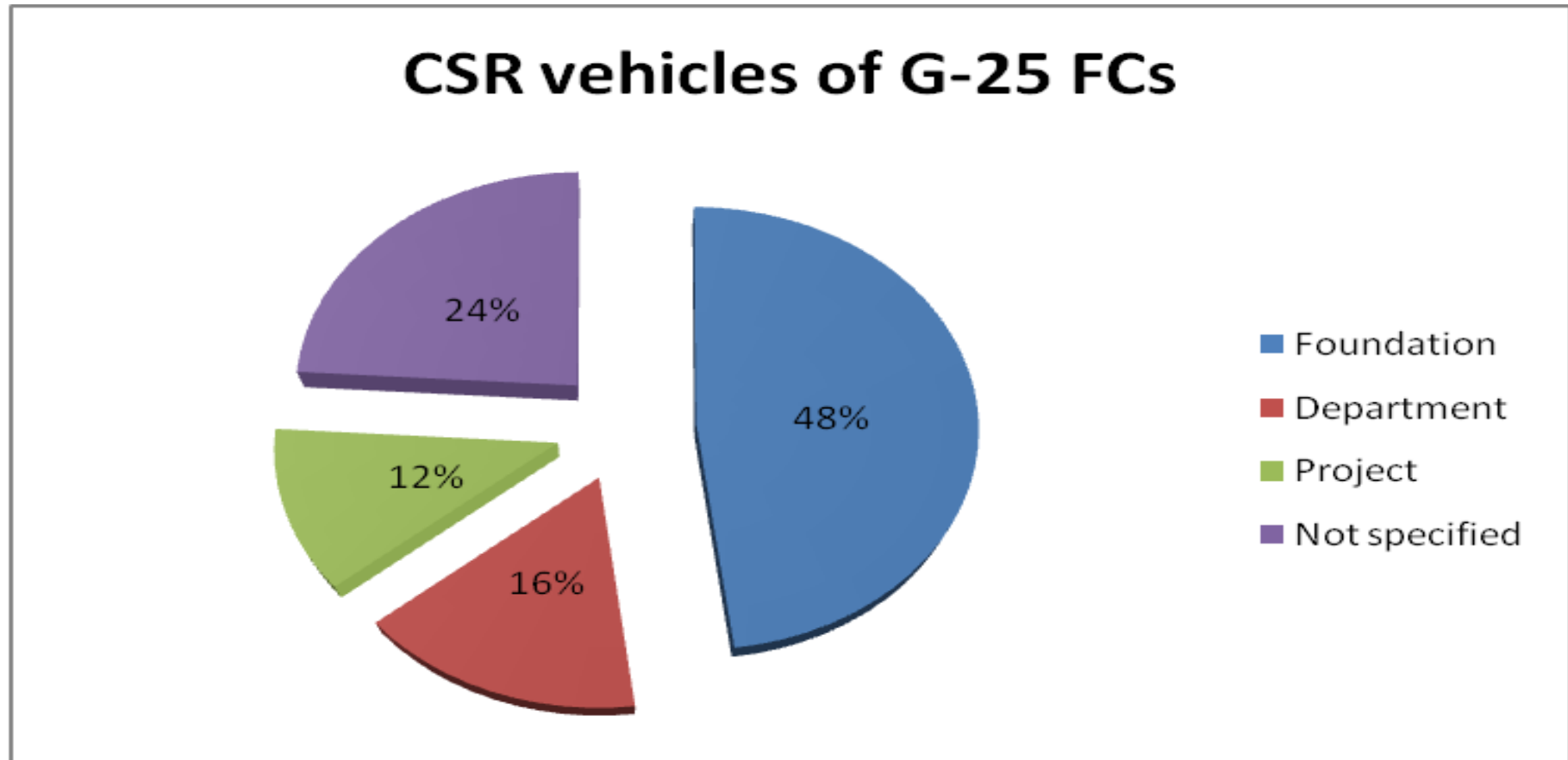


FIGURE 5.2 CSR EXECUTION MECHANISMS ADOPTED BY THE G-25 FOOTBALL CLUB



CSR is assumed to be outcome of individual motivations and/or occasional collective efforts.

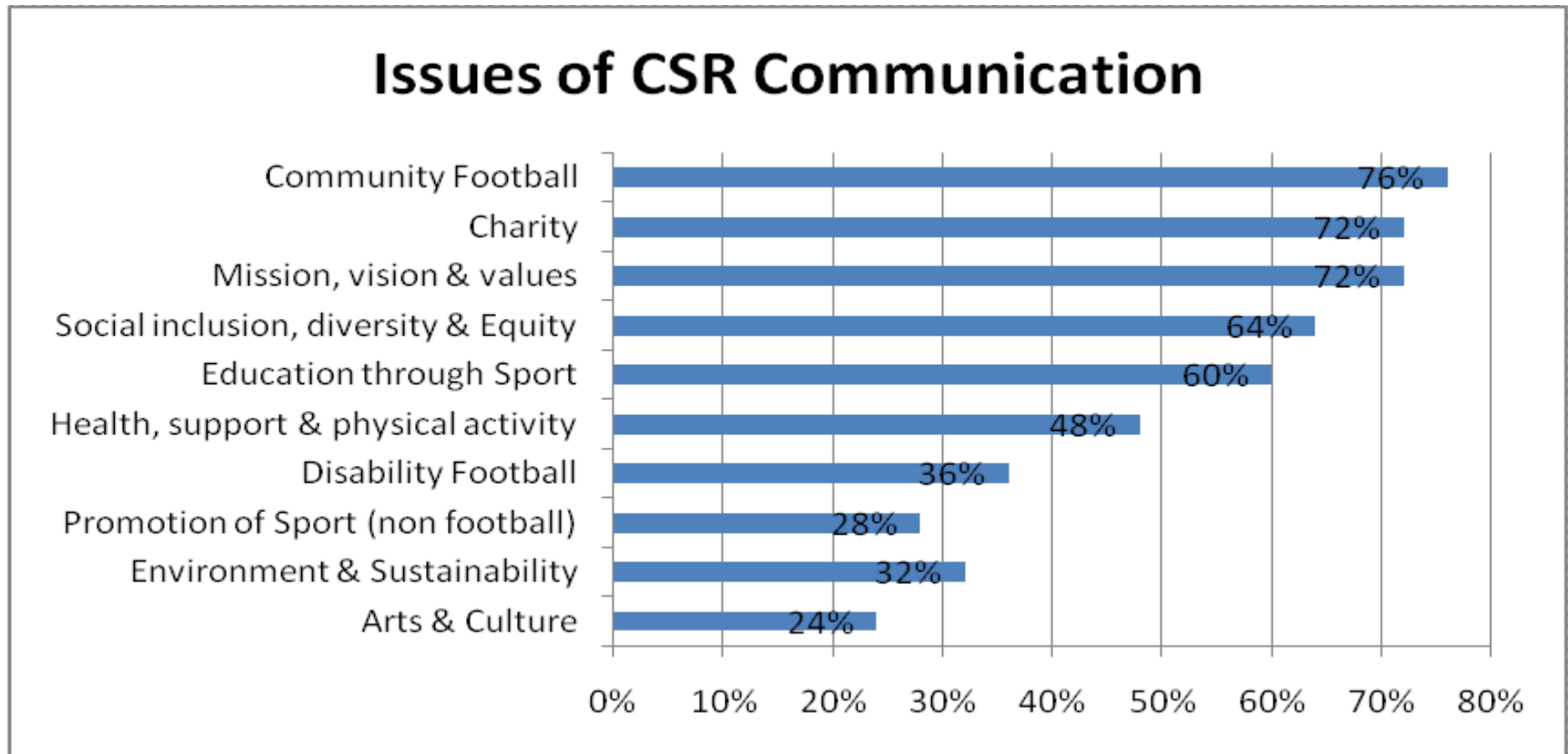
5.3.1 Issues of CSR Communication

In order to answer the first key research question of this study, regarding what CSR issues are communicated by football clubs, an emphasis was given to the definition of CSR central themes. Table 5.3 summarises the central issues of CSR communication for the G-25 football clubs. The findings show that classical social problems which have been the focus of football from its early business development, such as grassroots and social inclusion, are still of high importance when communicating CSR. Concerns related to education through football, charity and community development have increasingly arisen; confirming that football is today seen as more than just a game. More football clubs now attempt to address innovative and in most cases non-football-related matters such as the promotion of art and culture, often aiming at communicating a broader range of social concerns.

The diversity of CSR issues and themes identified by this analysis underline that football clubs have moved beyond typical CSR expectations commonly addressed in other business sectors (i.e., mission, sustainability, and environmental conservation). In addition, football clubs take a position on both universal and context-specific issues arising in society at large and the football marketplace in particular. Hence, stadium energy conservation, equality on and off the pitch or even aggressive club take-over by untrustworthy shareholders are some of the emerging contents for CSR communication in football, along with education, charity and sustainability.

TABLE 5.3

ISSUES OF CSR COMMUNICATION FOR THE G-25 FOOTBALL CLUBS: TOWARDS A TYPOLOGY OF CSR IN PROFESSIONAL FOOTBALL CLUBS



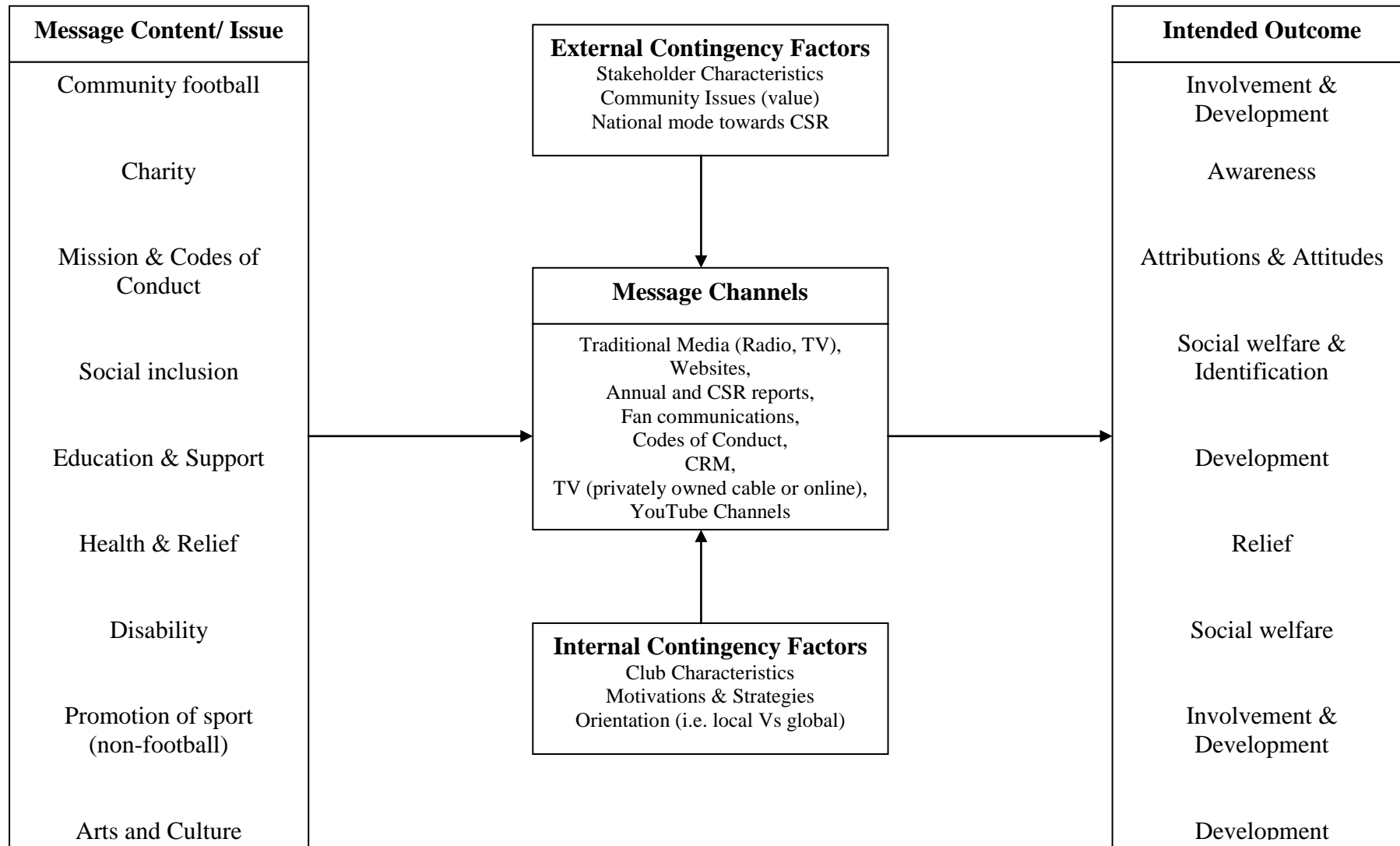
Overall, the results suggest a ‘customised to football’ use of CSR communication when it comes to issue selection. This football-customisation of CSR communication embraces issues that derive from and relate to the club’s identity and characteristics (i.e., reputation, social background, industry), the stakeholder traits and needs (i.e., types, issue support), and a mixture of business and social concerns related to the game of football (i.e., high public and media profile, value in delivering social benefits, emerging role-modelling capability through star players). Table 5.4 provides a typology of key CSR issues for professional football clubs, as identified by the current G-25 research design. The next parts offer detailed information on these central CSR issues/ themes.

Community Football

Perhaps the most prevalent form of CSR in professional football clubs is community football. Although one may think that football in the community is more of a business operation given its goal at producing human resources of the future (i.e. players, fans, coaching staff), the majority of the G-25 football clubs see community football as a form of involvement with varied communities out with business ends. However, how football clubs define the term “community” differs from case to case.

For instance, Chelsea FC draws community football initiatives in collaboration with 148 schools in areas such as inner-city London, as well as Greater London, Surrey and Sussex; whereas, Tottenham FC provides community programs to children and young people in and around North London. Additionally Arsenal FC has taken a broader approach, having coaching links with many countries including South Africa, Ukraine, Nigeria, Israel, Cyprus, Bonsia, Egypt and Thailand. From a different perspective, even in the Greater Manchester area where United and City are located,

TABLE 5.4 A CSR COMMUNICATION TYPOLOGY FOR PROFESSIONAL FOOTBALL CLUBS



the clubs differ in the way they approach community coaching. Manchester City follows a rather local approach focusing in the regions of Manchester and Salford, whereas Manchester United is currently drawing initiatives abroad in countries such as China and East Asia.

Another critical observation is that different clubs follow different delivery structures as to implement community football programs. For instance, Manchester United since 1992 has funded and run a Football in the Community scheme that eventually became part of its Foundation in 2006. A similar approach has been used by several big clubs such as the Spanish and Italian giants Real Madrid, Barcelona, Valencia FC, Juventus FC and AC Milan. In addition, certain clubs have not yet separated their community football schemes from the core organizational structure, providing community football initiatives via their internal departments.

Charity

The practice of giving corporate resources for social or community betterment via non-for-profit organizations is currently in a state of transformation as far as football clubs are regarded. Traditionally, corporate giving was in the form of discretionary funds by wealthy shareholders aimed at advances their personal agenda. More recently, charitable giving is becoming more strategic with football clubs formulating Trusts or Foundations to independently deal with that matter in a club-based level. Again, clubs differ in the way they orient their CSR-related donations, with funds being distributed across local, national and in cases international charities.

For instance, Manchester United has teamed up with both international (UNICEF), national (i.e. the Children's Society, Cystic Fibrosis Trust), and local charitable organizations (i.e. Christie's Hospital, New Children's Hospital); a fact that

indicates the club's range of influence, or brand name power, beyond its borders. Barcelona follows a similar approach given its agreements with UNICEF, Qatar Foundation and other Catalan organizations from all over the world; whereas Real Madrid has teamed up with charitable organizations from Uruguay to Sierra Leone and Haiti. In addition, Glasgow Celtic has donated funds in national and international charities through its Charity Fund (especially where Irishmen are located), whereas Rangers have come to an agreement for charity work at an international level collaborating with UNICEF.

From a different point of view, Bayern Munich provides a different dimension to charitable giving. The Bavarians have drawn charity matches so as to raise funds for rival club organizations under crisis such as St. Pauli, 1860 Munich, Fortuna Dusseldorf. AC Milan follows a similar approach playing charitable matches (usually against teams formulated by veteran star players with charitable background such as Friends of Ronaldo etc); so as to raise awareness on a variety of social problems. In France, Olympic Lyon and Marseille are currently fundraising for medical research purposes (i.e. Doctor Clown for psychological support, raising awareness on issues like Aids and children diseases).

Mission and Codes of Conduct

Perhaps the most basic form of CSR is the mission statement and the codes of ethics or conduct. These public statements of club values include standard of practices to be met and other ethical considerations as far business practices are referred. They describe how a football club intend to handle ethical challenges as far as the organization and its employees are concerned and go beyond and above safety, fair labour standards and environmental conservation. Thereafter, the conduct codes

should be seen as a multidimensional communication often targeted both in the internal and external environments of a football club.

For instance, in line with all Premier League clubs, Chelsea produces a customer charter outlining its commitments on ticketing, merchandising, customer services, complaints procedure, consultations and other issues such as fighting racism within its business. In addition, it addresses the importance of internal consumers providing personal development plans and other talent management strategies. Liverpool FC has an annual charter report in place highlighting issues such as the match day experience, its efforts to eliminate discrimination of the pitch, and its actions to make its facilities accessible and comfortable to different kinds of disability.

Juventus FC focuses more on safety management with the club adopting a Safety Management System for employees and athletes in compliance with the international OHSAS 18000:2007; whereas AC Roma considers its responsibility to promote anti-doping and coordinate safe football events. In addition, Hamburg FC from Germany is committed to numerous issues including anti-racism, anti-discrimination and environmental protection within its premises, with the club seeing itself as an organization that should constantly revamping its ethical considerations and values as to remain open and honest.

Social Inclusion, Diversity, and Equity

Another important theme of CSR communication is social inclusion (i.e. diversity and equity on and off the pitch). The matter of social inclusion has gained momentum and become essential issues to include in CSR agendas, especially ever since hooliganism incident in and around the clubs' grounds have made their appearance. Efforts to

eradicate violence and discrimination have thus increased and further boosted through international and league-wide schemes. Specifically, several anti-racism projects have been sponsored by the European commission (i.e. Football against racism in Europe, FARE); whilst FIFA and UEFA have taken further action formulating pan-national initiatives for its national federations and club members, such as Show Racism the Red Card and Respect 4 All.

In terms of individual club efforts, Glasgow Rangers and Celtic have taken a proactive approach on the matter of social inclusion, with the two big rivals teaming up in a joint project called “the Old Firm alliance” as to eradicate bigotry and sectarianism throughout Glasgow. The clubs now work in conjunction with Glasgow Council, the Glasgow Police and other organizations in an effort to minimize religious violence amongst the Catholics and Protestants fans of the clubs. In addition, Real Madrid has taken action on the matter of social inclusion outside its immediate environment of operation, formulating “Schools for Peace” in areas where war has created a troubling environment for youngsters (i.e. Israel, Palestine, Bosnia). Barcelona promotes itself as an all-inclusive social institution through its partnerships with international agencies UNESCO and UNHCR/ACNUR, with initiatives focusing on the issues of immigration and human rights.

From a different perspective, Lyon considers its efforts on equal opportunities to everyone including those who are disabled. The club participates in events such as the Handicap International for disability in Tunisia. German clubs such as Werder Bremen, Borussia Dortmund, Hamburg and Bayern Munich promote tolerance in football, often following league-wise initiatives by the German Football League (DFL); whereas Benfica FC and Fenerbache from Portugal and Turkey respectively

address the matters of social inclusion, diversity and equity mostly during their games with one-off in-place initiatives.

Education and Support Through Sport

The ability to educate through sport and football in particular is a theme of increasing importance for football clubs. Some clubs have teamed up with learning agencies as to educate individuals on a variety of social matters, whereas others have taken a more proactive approach either by formulating Learning Centres or by teaming up with third party agents such as university organizations and the Police.

For instance, Olympic Marseille has attempted to educate its fans on how to avoid HIV/Aids through safe sex, whereas Lyon has made an agreement to support Brazilian Universities through ASUP international. Inter Milan is educating a range of targeted audiences, predominantly in young ages, across countries such as Cameron, China and Colombia, while Juventus FC offers scholarships for its supporters in collaboration with Turin University. Barcelona FC is drawing conferences for education of educators, while Real Madrid has formulated Luis de Carlo forum in an effort to educate its supporters on the heritage and legacy of the club.

From a wider view, Anglo-Saxon clubs have moved forward on the matter of education through football if only one considers that the majority of British clubs has formulated independent structures within their businesses, or intend to do in the future. For instance Celtic FC has its own Learning Centre whereas Spurs Learning Zone is the respective one for Tottenham. In addition, such clubs have benefited by governmental funding on shared educational initiatives such as Reading Stars in England and the Job Fund in Scotland; whereas regional partnerships such as Liverpool's with Met Police have appeared.

Health and Physical Activity

Having already acknowledged their intrinsic ability on improving health and physical activity across a variety of communities, several football clubs now include this theme into their CSR-related communicational agenda. Driven both by governmental funding and internal concerns, football clubs now have a great spectrum of health schemes, often ranging from donations for medical research and renovation of hospitals to in-place awareness initiatives.

From a closer view, British football clubs have benefited by nation-wide initiatives in collaboration with the Football Association (FA) adopting a proactive posture. Initiatives such as the “Healthy Stadia” scheme, which is aimed at raising ethical and physical standards of event management and fan safety in football grounds, have created impetus through which individual club efforts have flourished. Newcastle has designed long-term healthy-related initiatives such as “Kickz” and “Match Fit” as to provide physical activity opportunities to youngsters; whereas Rangers’ initiative “Fit for Life” is targeted on males between 40 and 60 years old.

Other clubs follow a different, rather reactive, approach when promoting health initiatives often focusing on relief of people in need. For instance, Bayern Munich football club has raised funds for a hospital in Sri Lanka and for tsunami and earthquake victims in Malaysia and Haiti respectively. Juventus FC has followed a similar fashion fundraising for refugees, mothers in need, and hospital renovations; whereas Inter Milan has donated funds to “Football with no Limits” project that offers recovery to children with war traumas.

Disability Football

An increasingly important matter of CSR in football clubs is disability football. Several initiatives have been put forth by some of the G-25 football clubs in an effort to address the matter of disability and as far as access in and facilities of football grounds are concerned; however current initiatives focus more on providing football opportunities to young people and adults with disabilities.

For instance, several clubs including Manchester United, Arsenal, Chelsea and Manchester City have run disability programmes in line with the FA's Ability Counts league-wise campaign. Specifically, in the area of Manchester a FA Disability Centre of Excellence has been developed and run in partnership with the Ability Counts League. Players are selected from local clubs, including Manchester City, Oldham, Rochdale and Manchester United and given advanced coaching as to provide a pathway into the England national squads.

Promotion of Sport (non Football)

Along with promotion of sport as a vehicle to improve physical activity and ability, several football clubs have moved beyond and above the game of football, providing non-football related sporting initiatives. These initiatives are predominantly social as they are not aimed at producing the athletes of tomorrow but rather designed to provide a platform for socialization between the club and its members.

Spanish and Italian football clubs are seemingly more prone to promote involvement in other sports rather than football, mainly due their organizational structure as multi-sport organizations and their intrinsic links with other sports such as basketball, volleyball, handball and water polo. These clubs including Valencia, Barcelona, Real Madrid, AC Roma, and AC Milan have moved forward designing

distinct sport initiatives, ranging from Golf Camps to Hockey coaching. In addition, several British football clubs have promoted non-football initiatives. For instance, Arsenal has designed and promoted coaching classes in sports such as table tennis, judo, basketball; whereas Manchester City has running clubs, athletics classes, boxing coaching and cricket classes in place.

Environment and Sustainability

Concern for the environment is a core element of CSR for football clubs, as discussed in their WebPages and official annual and CSR reports. Most football clubs have been somewhat reluctant to worry about whether their facilities, products or operations affected the environment. Although this has been the case for many years, many of the elite clubs have now gone above and beyond compliance with environmental rules and regulations, as they strive to provide conditions through which business and social sustainability can be ensured.

For instance, Olympic Marseille is producing reports about the performance of the club in ecology and waste management. Arsenal FC follows a similar fashion measuring its impact on the environment and having policies in place in relation to waste disposal and minimization. Manchester City has adopted energy efficiency standards into its core policies, while Chelsea has introduced environmental policies related to water recycling in all its premises and at Cobham training ground. In addition, Hamburg FC, Werder Bremen, and Bayern Munich work in collaboration with the German Working Group for Environmental Management and follow the Act Now-Climate protection protocol on sustainable policies.

Arts and Culture

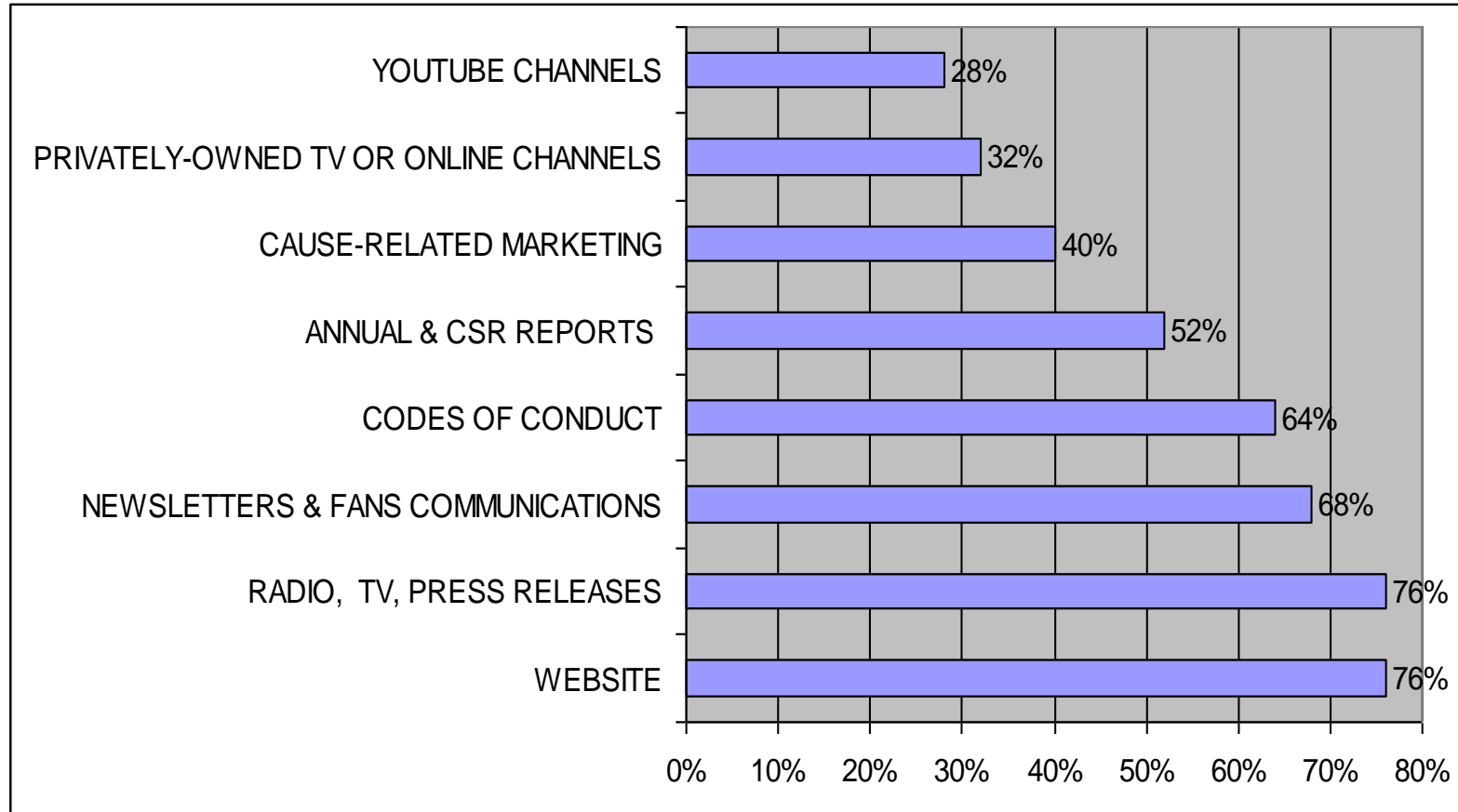
An additional element of CSR that has found impetus in which to flourish across football clubs is the promotion of Arts and Culture. Valencia FC has drawn a range of cultural initiatives targeted on “Valencians” that may now live abroad Spain. Barcelona FC has a similar approach promoting artistic and cultural schemes in countries where Catalans have moved such as Mexico, Latin America, and the USA. In addition, Manchester City has introduced a proactive initiative focusing on the promotion of performing arts such as music, acting and theatre in the Greater area of Manchester and Salford.

5.3.2 Channels of CSR Communication

In order to answer the second research question of this cross-national study, a specific analysis of the channels for CSR communication was undertaken. Figure 5.3 summarises the channels used by the G-25 football clubs when communicating CSR attributions. The results show that football clubs use a spectrum of communication platforms to deliver their CSR message, emphasising that CSR communication is not only a facade. The G-25 football clubs communicate on average four out of ten social issues most often using either their websites (76%) or CSR reports (64%).

All major CSR issues are included in CSR reports, which is the most complete communication channel including measurements, in-depth descriptions of actions, and standard practices. Additionally, the majority of the clubs recognise the importance of the web as a channel for agenda-setting, often enriching their official websites with star player comments, videos, third-party opinions, and editorials.

FIGURE 5.3 CSR COMMUNICATION CHANNELS FOR THE G-25 FOOTBALL CLUBS



Recently, more sophisticated channels are purposefully used to leverage the impact of CSR communication. This shift to sophistication includes the use of supportive advertisements, individual star players, and other critical football resources (i.e., stadium, privately-owned TV channels, online media, e.g., YouTube, and other media coverage); highlighting that football clubs are involved in a modernisation process as far as CSR communication is regarded.

The diversity of channels identified confirms that CSR communication is active on many fronts, but it is still within a process of experimentation that rests on a variety of external and internal moderators. It can be seen that CSR communication is evolving as a complex creative process, while its intensity is dependent on internal capabilities (i.e., club finance, CSR structure and overall proneness to CSR) and its efficiency is reliant on external factors such as media, public and political support. Inevitably, certain clubs are still resistant to communicating their actions publicly using limited channels. Others have taken the initiative to capitalise upon the CSR-prone environment in which they operate, investing in more sophisticated CSR channels to explore different groups of their stakeholder network.

5.3.3 CSR Communication Strategies

Having an understanding of the issues and channels of CSR communication in the G-25 network, it is now important to provide insight on the strategies employed by the clubs. It can be seen that CSR differs on how it is strategically positioned into corporate communications, with clubs often using a variety of approaches when delivering CSR messages.

In order to answer the third research question and subsequently provide a framework for understanding CSR communication strategies in football, a specific

emphasis was given to the determination of Tixier's (2003) factors for CSR communication. This includes a particular focus on the G-25 football clubs in relation to how they integrate CSR communication with their strategies, how they use CSR vocabulary, and whether management is prone to undertake CSR actions (be proactive rather than reactive). This three levels analysis is summarised into a continuum model and presented in Table 5.5.

The conceptual model discloses different CSR communication strategies across different clubs and cultures. Specifically, it presents how the strategies of CSR communication undertaken by the G-25 football clubs vary across a continuum, which is conceptually constructed by Tixier's (2003) initial dichotomy of soft and hard CSR communication approaches. It theoretically argues that clubs integrate CSR communications with their strategy in particular ways, instead of just focusing on a simple implicit or an obviously explicit strategy to communicate their actions. Rather, they adopt different orientations (i.e., culture-driven, business-focused, and value-focused) and different postures (i.e., reactive, defensive, proactive) to delicately strategise CSR communication, while their approaches are directly or indirectly influenced by the context (i.e., national barriers) from which they operate, comply and recruit fans.

Integration of CSR Communication with Strategy

An example of how CSR communication can be integrated fully with football and commercial strategies is provided by Barcelona FC. Barcelona follows an integrative and inherent strategy to CSR, building upon its slogan 'mes que un club' and its historical association with Catalan culture. Barcelona is the most outstanding club in the area of CSR communication, having promoted its CSR activities globally through

TABLE 5.5
REVISITING AND CONCEPTUALIZING CSR COMMUNICATION STRATEGIES OF THE G-25 FOOTBALL CLUBS

	<i>Cultural background</i>	<i>Integration to strategies</i>	<i>Orientation and vocabulary</i>	<i>Managerial posture</i>	<i>Overall communication strategy</i>
<div style="display: flex; align-items: center; justify-content: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); text-align: center;"> CSR Communication dichotomy (Tixier, 2003) </div> <div style="margin: 0 10px;"> </div> </div>	Portugal (Benfica FC) and Turkey (Fenerbahce FC)	None	None	None	Salient and self-conscious
	France (O. Lyon and O. Marseille)	Separate	Business-focused (implicit endorsement)	Reactive	Salient and intermittent
	Italy (Ac Milan, Roma FC, Juventus FC, Inter Milan FC)	Separate	Business-focused (explicit endorsement)	Defensive	Vocal and incoherent
	Germany (Bayern Munich, Hamburg FC, Borussia Dortmund, Schalke 04, Werder Bremen)	Internally integrated	Altruism-driven	Mostly reactive and in cases proactive	Intrinsic and self-critical
	Spain (Barcelona FC, Real Madrid, Valencia FC)	Integrated (Barcelona can be considered as fully integrated)	Culture-driven and partnership-focused	Proactive	Explicit and inherent
	UK (Manchester United FC, Arsenal FC, Chelsea FC, Liverpool FC, Manchester City FC, Tottenham Hotspurs FC, Newcastle United FC, Glasgow Rangers FC, Glasgow Celtic FC)	Fully integrated	Value-driven (i.e. measuring social change) and sustainability-focused	Proactive	Explicit, progressive and 'win-win'

various channels over the last 15 years (i.e., nine official reports, website, advertisements, documentaries, explicit association with UNICEF on its top). Most formally, the club previously had no official sponsor on its shirt. When the time arrived, administrators decided to reject commercial sponsorships and subsequently a large amount of sponsorship income. In contrast, Barcelona chose to go through an innovative partnership with UNICEF, donating 1.5 m Euros per year to the global charity. As a reciprocal benefit, since 2005 the club uses UNICEF logotype on its shirt. Barcelona's strategy underpins that CSR communication, when fully integrated at all levels and decisions of the club, can provide a range of strategic benefits, including corporate democracy, global image, members' loyalty and subsequently sustainability.

From a wider angle, clubs that are based in UK seem to be using CSR communications at many different levels, often having something to offer for issues such as stakeholder management, fan control, equality, environmentally friendly operations, and 'healthy stadia'. These clubs pay attention to all the actions of the organisation, from its professional side (i.e., behaviour of players, codes of conduct) to its amateur football operations (i.e., health and safety procedures for school academies), often presenting a variety of organisational responsibilities, action plans, and standard of practices to be met.

In contrast, clubs from Germany, France and Italy prefer to communicate their social involvement separately from other activities. German clubs follow an implicit approach, often focusing on internal channels (i.e., codes of conduct) to address organisational concerns in a self-critical way. Italian clubs treat CSR as corporate philanthropy associating their actions with individual contributors and often

disregarding different levels of CSR involvement; whereas, French clubs have recently adopted CSR attributions to their corporate communication.

The examples show that certain clubs do not integrate CSR communications with their strategies, often communicating limited CSR activities. This type of communication is intermittent and often lacks coherence and structure, showing that there is no real CSR aspiration or integration with strategy. In addition, it can be argued that CSR communication continues to emerge, due to the rapidly developed common image of football clubs as being vehicles of inclusion, cultural value and social cohesion with certain rights, tax reductions and social expectations from the public.

Vocabulary and Orientation

A specific analysis of the CSR vocabulary used by the G-25 football clubs confirms that a soft approach is mostly employed. Football clubs avoid using hard CSR terms (i.e., corporate values', 'business ethics'), often adopting easy words to express their missions and objectives to a variety of legal and social stakeholders. This shows that clubs have understood their targeted audiences, often using comprehensible rather than technocratic language to communicate their commitment to CSR.

Nonetheless, the orientation of CSR communication differs substantially across clubs and markets. For instance, Spanish clubs adopt a culture-driven orientation for CSR communication. These clubs associate CSR with social values, often linking their actions to the cultural context in which they belong (i.e., 'Madridistas', 'Castilian', 'Valencian'). In contrast to this orientation, CSR communications undertaken by UK-based football clubs can be characterised as value-driven. This type of CSR communication focuses on the relationship between

CSR 'inputs' and 'outputs' often presenting a 'win-win' component of facilitating CSR initiatives in the local community. This communication focuses both on the club's contribution to CSR (i.e., amount, in kind donations) and on an estimation of expected outcomes; implying that CSR is a function of business and social value to football clubs and the society as a whole.

From a different perspective, clubs from Germany adopt an altruistic orientation, presenting rarely their input to CSR. These clubs see the gratitude of their beneficiaries as the fundamental orientation for CSR. Additionally, Italian and French clubs seem to be using CSR communications with business-focused orientations, taking into account that CSR initiatives are treated as philanthropic actions explicitly or implicitly associated with individual contributions by wealthy donors and companies.

Management Tendency to take CSR Risks

The last element that helps the understanding of the strategic use of CSR communications is underpinned by the clubs' tendency to take CSR-related risks and respond to social expectations reactively or proactively. The analysis conceptually demonstrates that some clubs adopt a proactive posture often developing social initiatives in the long run and using a variety of CSR channels not only to communicate, but also have dialogue with, important stakeholders. Others are mostly reactive delivering their CSR message in the short run and most often after a social issue/reason has already arisen.

For instance, in German culture, where CSR is fundamental in the highly institutionalised industrial relations system of the country and goes hand in hand with the national economic and social framework, football clubs use CSR communications

implicitly and mostly in a reactive posture. German clubs link CSR to paternalistic charity, sustainable development and citizenship, often taking a prudent and salient action about concerns arising in the German culture (i.e., poverty, relief). Only recently have Bayern Munich and Hamburg FC gone beyond public expectations by introducing innovative CSR structures (i.e., aid associations similar to UK foundations) to both tackle problems of the local community and spread their CSR concerns worldwide (i.e., initiatives on recent earthquake in Haiti).

From a different perspective, Italian clubs use CSR communication as an image building mechanism. The communication of CSR emerges as a reaction to the serious corporate governance problems of the Italian football market over the last five years. Specifically, the decline in attendance revenues in Seria A clubs (Deloitte, 2007), and the low public image from the ‘Calciopoli’ game-rigging scandal in 2006 (which relates to three of the four clubs examined here) are some of the underlying reasons that have motivated clubs to adopt CSR communications defensively and achieve what Chadwick and Walters (2009) refer to as removal of community tensions.

In contrast to the reactive examples presented above, Spanish and UK-based clubs seem to be taking a longer term account of CSR communication. Having already created well-defined CSR structures, these clubs use CSR intensively and proactively, often designing schemes to educate their stakeholders, provide a mental blueprint for good behaviour and, in a philosophical perspective, fill in the ‘reservoir’ of goodwill for future use. This strategic use of CSR communication underpins that management is open to CSR risks and opportunities, in that CSR is seen as an integrative weapon to attract partners, develop public relations and overcome obstacles, including stakeholder demands, media interference and national barriers

5.4 IMPLICATIONS OF STUDY

There are many practical and theoretical implications to be considered from this international analysis. As far as practice is concerned, many reasons lead us to say that CSR communication among the G-25 football clubs is evolutionary; with further development to come. In particular, football clubs are starting to become aware of the strategic potential CSR communication holds for their business strategy and marketing position, with some clubs being behind in this process because of a lack of expertise and/or harder national barriers.

Starting with issues, football clubs draw from a wide range of social concerns; this fact makes CSR positioning even more critical for administrators. Some matters appear to be of crucial relevance when managers are to select one issue from another (see typology). The inherent relationship between the club and its stakeholder (i.e., background, reputation, industry, types and traits), the emerging community needs and demands, and the level of media and public support, are managerial concerns to be exhaustively considered. Although 'hot' football-related CSR issues exist, club managers should look beyond just adopting a posture on a social issue, as negative press lays in wait. This consideration is confirmed when looking at the G-25 football clubs. Indeed, they carefully produce 'customised to football needs' CSR communications to tackle a range of hazardous problems emerging from the football marketplace and within their organisation; issues that could potentially be catalysts for criticisms.

With regard to channels, there is a certain consciousness in using a variety of channels, indicating not only an effort to market CSR, but also a lack of best practice. Again, the selection process becomes a crucial decision for managers, in that different channels attract different stakeholders while conveying a social issue. Thus, the

combination of issues with channels requires a great deal of attention in order to avoid wasteful use of marketing budgets.

A different practical implication is related to the different ways CSR is developed and institutionalised. Managers of clubs can draw from a range of different approaches; however two tendencies are obvious. First, football clubs seem to be moving toward autonomous CSR systems, such as foundations, in order to seek a greater deal of public funding and tax relief. Foundations also bring a degree of separation and subsequently may be more efficient when developing and communicating CSR. Secondly, given their central position to society, football organisations team up with a variety of powerful institutions, most often beyond just collaborating within a triangular partnership relationship. These considerations respond to a certain extent to previous research calls in relation to ‘how CSR should be institutionalised’ and ‘who should be the partners’ in an efficient CSR network.

Apart from the practical implications for managers, there is a theoretical consideration to be made. This analysis focuses on CSR communication strategies and identifies that CSR communications are developed organically, evolve dynamically and remain club-specific. This means that Tixier’s (2003) strict dichotomy may not be applicable in the football context, in that football clubs do not firmly limit their efforts in either discreet or explicit communications. In addition, it is suggested that clubs ebb and flow between those fundamental approaches, as presented in the continuum model in Table 5.5.

This conceptual model shows that certain clubs (i.e., UK, Spain) have moved forward in terms of CSR communication, often employing an explicit and transparent approach while using a variety of channels. Other football clubs which originated in cultural contexts more resistant to CSR (i.e., Germany, Italy, and France) have

recently started taking CSR communication into strategic consideration. Clubs from underdeveloped CSR-wise countries (i.e., Turkey, Portugal) have not yet identified CSR communication as one of their business functions. It also indicates that the use of CSR communication has been evolving as a delicate matter among administrators of football. Given that football clubs have to deal with their highly CSR increasing community, public and media profile, CSR communication is moving beyond just generating favourable CSR attributions. CSR is emerging as an integrative attribute of clubs' identity and representation in society.

5.4.1 Future Research Avenues

This study has reviewed some important aspects of CSR communication in the G-25 football clubs and has provided detail and a conceptual cultural model. It firmly supports that football clubs are favourable contexts for CSR communication. In addition, it proposes that there are different strategies to effectively communicate CSR which are heavily dependent on internal club capabilities and external market factors.

This discussion opens up several avenues for future research. One important avenue would be to explore the moderators for the efficiency of CSR communication in sporting contexts and football in particular. Beyond just focusing on stakeholder awareness and favourability to CSR, scholars could turn their attention on the definition of environmental-external barriers that may impact on CSR communication effectiveness (i.e., national mode to CSR including legislation, social barriers including level of media support). Particularly in the football context, an answer is needed on whether CSR (both development and communication) is becoming global or whether certain football organisations are 'prisoners' of their environment.

Chapter 6 sheds light on contextual factors that considerably influence the development of the concept in professional football clubs, providing results from a nation-wide analysis of CSR and football clubs. It considers how CSR has evolved or how it may develop further in a particular national football context, that of Scottish Premier League (SPL), with emphasis being given on barriers, drivers and organizational implications that come along with CSR's further development in football club business structures.

CHAPTER 6

CSR IN THE SPL FOOTBALL CLUBS

Seeking to provide a closer look into contextual factors that may impact on the way CSR is developed and implemented by professional football clubs, a second study was designed using professional football clubs from a particular national/league setting. Following conclusions derived by the G-25 football club cross-national content analysis (Chapter 5), this second study builds on the premises that club organizations are influenced, at least to a certain extent, by business system characteristics and conditions of the context in which they operate and assign their responsibilities.

This chapter considers how twelve professional football clubs from the same national/league context address and develop their social responsibilities with various stakeholders. It focuses on club organizations that participated in the Scottish Premier League (SPL) between 2010 and 2011, and contains descriptive and empirical insights

with regards to how CSR has been developing within this particular national/league setting.

6.1 STRUCTURE OF CHAPTER 6

Chapter 6 is structure into three main sections. The first section explains the techniques used as to collect data from the twelve SPL professional football clubs. It considers the basic decisions made as to categorize data under relevant headings, and explains the basic assumptions made for data analysis.

The second section overviews the SPL study results. It presents background information on the examined clubs and considers their CSR practice. The disclosure results obtained by the SPL clubs are then compared with the results from the first study (G-25 clubs); to provide a dynamic comparison between international and national CSR agendas and practices. This analysis subsequently narrows down to interview findings collected across the SPL clubs in an effort to critically address three key research questions: (1) What kind of drivers do clubs identify as reasons to adopt CSR?, (2) are there internal or external barriers to the development of more sophisticated CSR?, and (3) How is CSR developed within football club organizations and can developmental phases be identified during this process? Key motivations for CSR are discussed and linked to the current development of the concept in Scottish football. Developmental phases are identified, and barriers that may hold back the development of the concept are pointed out.

The third section considers the implications of the SPL study. It integrates the findings of this study into a conceptual model which depicts CSR as an ongoing feedback 'learning' process with various developmental phases, organizational (cultural) changes, and internal and external barriers. Future research paths are set out,

leading this thesis at chapter 7 where CSR is investigated in a specific football club from an organizational point of view.

6.2 DATA COLLECTION AND THEORETICAL ASSUMPTIONS FOR ANALYSIS

In order to understand the way CSR has been developing and/or still evolves across SPL football club organizations, three different stages of qualitative analysis were adopted. The preliminary stage involved an extensive content analysis of official websites. Websites of all twelve football clubs were monitored between October 2010 and February 2011 on a similar fashion as to the G-25 (first) analysis. This led to the development of a first data set, which was aimed at identifying and categorizing CSR-related activities that Scottish clubs contemplate to their stakeholders. The decision to assess this corporate channel was based on previous CSR research which has confirmed its importance in drawing conclusions about a club's overall communications (e.g. Maignan and Ralston, 2002; Pollach, 2005).

This analysis was followed by a review of annual and CSR reports available to the public over the last two year period (i.e., financial years ending in 2009 and 2010). Eleven annual reports (out of twelve) were found and reviewed; whereas only five out of twelve football clubs were identified to have produced a detailed CSR report. This review led to the development of a second data set, which was focused on gathering more detailed information regarding CSR activity; for instance CSR-related expenditures in terms of hours, staff, and money that the twelve club organizations invest for youth development and other socially responsible activities.

The second data set was integrated with the findings of the initial web analysis, and coded and recorded under the following headings: youth development/community coaching initiatives, education/learning initiatives,

charity/fundraising activities, social inclusion initiative (gender and disabled), fan-led initiatives, and health-related initiatives. The headings were derived from previous literature and discussions amongst the researcher and his supervisors, and based on outcomes from study 1. The results of the SPL content analysis were further compared with the results of the G-25 content analysis (from study 1), as to contrast what Scottish football clubs do/communicate in comparison to what the G-25 clubs respectively do/contemplate. This comparison helped in the development of a case study protocol/guide which was then used as a blueprint for semi-structured interviews (see Appendix C).

The last stage of this empirical analysis involved semi-structured interviews. This led to the development of a third data set which was consisted of transcripts of 10 qualitative thematic interviews with managers responsible for CSR activity in SPL football clubs. Two clubs were denied access to the researcher (Inverness FC, Hibernian FC), and thus they were excluded by the overall analysis due their insufficiency to provide in-depth CSR-related insights.

Letters of intent were written to each club's community department or Foundation, requesting an interview with the individual with responsibility and awareness of the club's CSR activities (see Appendices A and B). Interviews were contacted between November 2010 and March 2011 (see Appendix D). Each interview lasted approximately 50-60 minutes. For all the interviews, permission and informed consent was given as to be recorded, and personal anonymity was assured. Eight interviews were conducted in person and two were recorded over the telephone. An interview protocol and guide was used to structure this task, using open ended questions derived from the literature review and our pre-prepared CSR headings/agendas (from the first and second study). A snowball approach was adopted

including discussions on organizational change processes and drivers (social, legal, situational) behind these changes, along with barriers that clubs have faced, still experience, or will potentially face in the near future whilst implementing CSR-related activities. The interviewing process was additionally focused on the determination of organizational aspects and implications for football clubs when implementing CSR.

After recording, the interviews were transcribed and analyzed. Reliability was further ensured by a finalized coding scheme, with the researcher comparing the coding scheme to the transcripts as to strengthen coverage and consistency. This empirical research approach is consistent with Breitbarth and Harris' (2008) call for interviews covering entire football leagues and could be able to complement the recent work of Hamil and Morrow (2011) in relation to motives for CSR in the SPL.

There were several purposes to these interviews. First, having already established a clear view of the publicly available picture of CSR engagement by the SPL clubs, one purpose was to allow the organizations to provide more descriptive detail about their involvement in CSR activity. Recognizing that factors such as corporate governance models, organizational culture, and club size might restrict the development of CSR, a second reason was to engage directly with club officials and gain insight into factors (i.e. social, legislative, institutional) that have influenced CSR's development over the years. Additionally, the decision to target managers with responsibility for CSR policy is based on the premises that these individuals participate in the implementation of CSR-related decisions (Lindgreen et al., 2009; Deshpandé & Webster, 1989).

6.3 OVERVIEW OF THE SPL CLUB RESULTS

The majority of SPL football clubs examined by this study were found to be engaged in some form of CSR-related activity; often ranging from community football to educational initiatives and to fundraising campaigns. According to web, annual and CSR report disclosure, CSR is supported in a number of key areas. Tables 6.1 and 6.2 summarize the areas of CSR development from a club-specific and holistic league-wise point of views. Data of this form were collected for all SPL clubs as the core basis for analysis.

A review of the disclosure analysis reveals that CSR practice and its communication is active in all SPL clubs, with certain clubs communicating detailed information (i.e. Heart of Midlothian FC, Glasgow Celtic FC, Glasgow Rangers); whereas others report CSR intermittently. Evidence shows that the majority of SPL clubs use their websites more than annual and CSR reports when setting their CSR agendas. Consistent with Hamil and Morrow (2011) this reveals that CSR receives little attention in annual reporting, and when it does, it tends to be in a rather legalistic manner.

Nevertheless, SPL clubs differ in the way they carry out CSR initiatives, with a number of CSR structures being in place. At the time of the interviews, four clubs (Celtic, Hibernian, Hearts of Midlothian, and Inverness CT) execute CSR through separate Trusts, or through companies limited by guarantee. A fifth club (Motherwell) has applied to create a separate entity, while Rangers deliver their CSR initiatives both through a separate charitable foundation and via their internal community department. Six SPL clubs (Aberdeen, Dundee Utd, Hamilton, St. Mirren, St. Johnstone and Kilmarnock) carry out CSR from within the football club itself via community departments.

TABLE 6.1
CSR ACTIVITIES IN GLASGOW RANGERS FC (SAMPLE)

Youth Development- Community Coaching	
Street Football	Improving football skills along with health and well-being education across the community
Education and Learning Initiatives	
Vibrant Glasgow	Improving employability skills and self confidence in asylum seekers and refugees. Working with Celtic FC, the program also aims at developing a strong, fair and inclusive community
Charity and fundraising activities	
Rangers Charity Foundation	Since its creation in 2002, the foundation has donated over £760,000 in cash awards and over £1,040,000 of in-kind support to hundreds of groups and individuals, making a combined total of over £1,800,000. For season 2010/11 the Foundation will work with Charity Partners UNICEF, The Prostate Cancer Charity and St Andrew's First Aid.
Health-related Initiatives	
Fit For Life	Improving health living education and physical activity sessions across males aged between 40 and 60.
Fan-led initiatives	
Old Firm Alliance	Working with Celtic FC this program aims at installing healthy messages across the community while striving to minimize sectarianism and bigotry incidents
Social Inclusion Initiatives	
PAN Disability and Additional Support Needs Football Centre	Improving life chances for participants aging between 7 and 18 years old. It aims at delivering football and physical activity for all ambulant players with a disability or additional support need to work on their speed, agility, technical ability and game awareness

Source: Web and Annual report disclosure

TABLE 6.2
CSR ACTIVITIES IN THE SPL CLUBS: CATEGORIES & SAMPLE OF RESULTS

Youth Development- Community Coaching	
Inverness CT	Nessies Soccer Centre –Sessions to develop basic motor skills and introduce young children 3 to 5 years old in the goods of playing football
Education and Learning Initiatives	
St. Mirren	Support Employment –Teaming up with Job Centre Plus and Careers Scotland, the program aims to develop interpersonal skills and improve job prospects for individual aged 18 years old or more
Charity and fundraising activities	
Celtic	Celtic Charity Fund –Formed in 1995 with aim at revitalizing Celtic’ charitable traditions. Since then, it has raised and distributed almost £2m to a wide range of charities
Health-related Initiatives	
Kilmarnock	Food Standards Agency Programme – Aimed at improving healthy living and physical activity choices, this initiative is focused on primary 5 pupils covering matters such as Food Storage and Personal Hygiene
Fan-led initiatives	
Motherwell	Midnight League –Diversionary football activities focused on fans of football. It aims at keeping youths (12-16) off the streets, reducing crime and anti-social behaviour
Social Inclusion initiative (Gender and disability)	
Aberdeen	Disability Coaching –Football training sessions in a safe environment aimed at creating opportunities for those who may otherwise be excluded.

Source: Web and Annual report disclosure

TABLE 6.3
CSR ACTIVITY IN THE SPL CLUBS: HOURS, PARTNERS, STAFF & NUMBER
OF INITIATIVES

	No. of Hours on CSR	No. of Initiatives	No. of Partners	No. of Staff	
				Full-time	Part-time
Aberdeen	20,800	11	9	4	25
Celtic	67,600	25	28	11	70
Dundee Utd	18,200	6	4	2	30
Hamilton Academical	14,560	7	5	2	20
Heart of Midlothian	21,840	16	17	3	30
Hibernian	17,860	14	6	1	30
Inverness CT	10,400	6	7	3	5
Kilmarnock	18,200	11	5	3	10
Motherwell	18,720	9	10	3	24
Rangers	41,600	18	13	12	40
St. Johnstone	13,000	6	8	1	90
St. Mirren	26,000	8	6	3	40

Source: Analysis findings compared with SPL community report results of 2011

The variety of CSR structures identified above show that CSR has developed in a different fashion across the examined clubs, with different levels of CSR engagement being apparent. Further evidence supports this notion, with clubs spending different hours on community activity, teaming up with different partners, and having different number of initiatives and staff devoted currently to CSR operations. Table 6.3 reviews important aspects of CSR activity in SPL clubs. The findings have been further cross-checked with the recent SPL community report results (2011).

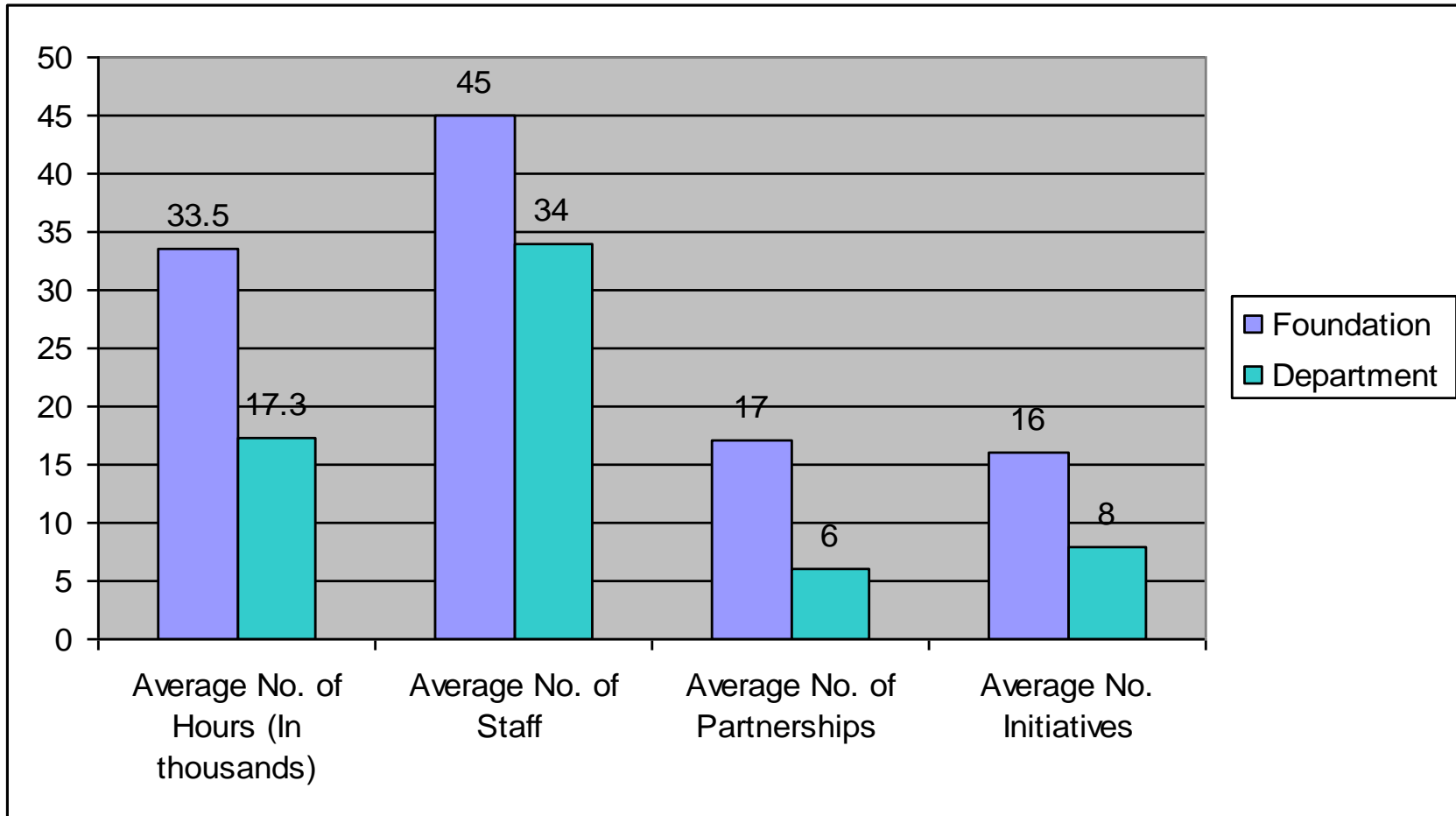
Although one may argue that these numbers differ across the examined clubs due to different financial capabilities, size, or level of CSR comprehension, this is but one side of the coin. Figure 6.1 compares the findings across clubs that have adopted a separate entity for CSR activity and others that exercise CSR from within the organization. Consistent with previous research (Walters, 2009; Walters and Tacon, 2010), our findings show that football clubs with separate CSR entities / divisions (such as Trusts) show a greater CSR-related role, in that they spend more hours on community activity, team up with a greater number of community partners, draw more initiatives, and support these initiatives with more staff; compared to clubs that operate community departments as their main CSR delivery agency.

Comparing the SPL with the G-25 Football Clubs

Having a good understanding of the publicly available CSR-related activity delivered by the SPL clubs, it is of equal importance to understand how the overall national system might have influenced the development of the concept in these clubs. For this reason, a comparison between the SPL results (study 2) and the G-25 results (study 1) took place, focusing on three key CSR dimensions; (1) issues of CSR communication, (2) CSR vehicles/ structures, and (3) CSR partners. This comparison was

FIGURE 6.1

FOUNDATION Vs DEPARTMENT CSR DELIVERY AGENCIES: overview and comparison of SPL results



predominantly aimed to provide understanding on the similarities and differences that CSR may share within and across club organizations from different settings, whilst encompassing its national characteristics. In addition, the comparison sought to determine national/contextual factors that influence the development of CSR.

In terms of issue selection for CSR communication, a comparison between the G-25 and the SPL football clubs (study 1 and 2 together) indicates that a national dynamism is apparent when CSR develops. Figure 6.2 summarizes the most prevalent CSR themes between the G-25 and the SPL clubs. A first view of the results indicate that SPL clubs are mostly focused on three main CSR areas when communicating their posture; (a) community football, (b) health and relief, and (3) education through football. Interestingly, what SPL clubs are found to be doing in the area of CSR is consistent with the core social strategies communicated both by the SPL organization and the SPL trust; a fact that indicates a certain degree of 'centrality' or 'homogeneity' on CSR issue selection.

In contrast, it can be seen that SPL clubs are somewhat under-developed as far as other dimensions of CSR are regarded. For instance, promotion of arts/culture and promotion of sports (non-football) are CSR-related issues that draw less, if no, attention amongst the SPL clubs. This may be due to the sensitivity of the marketplace on social/cultural issues (see sectarianism incidents in Scottish football), and could be seen as a reason to explain why football clubs are discreet and salient when taking posture on controversial social matters. This again underlies the notion that CSR initiatives are not only legally-driven but also socially and culturally constructed; a fact that indicates an influence of the context in which CSR is designed and executed.

FIGURE 6.2 COMPARING THE G-25 WITH THE SPL FOOTBALL CLUBS

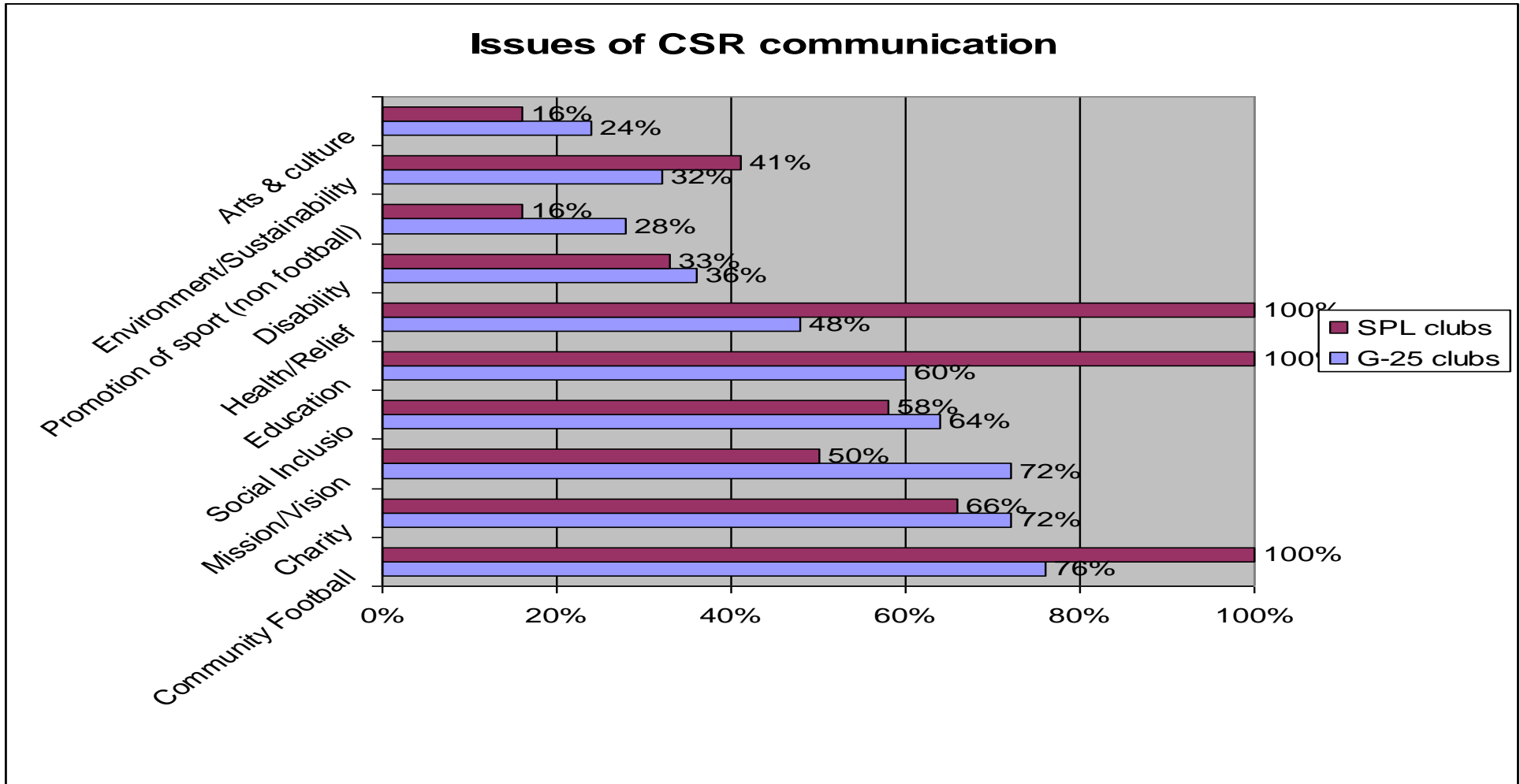


FIGURE 6.3 COMPARING THE G-25 WITH THE SPL FOOTBALL CLUBS

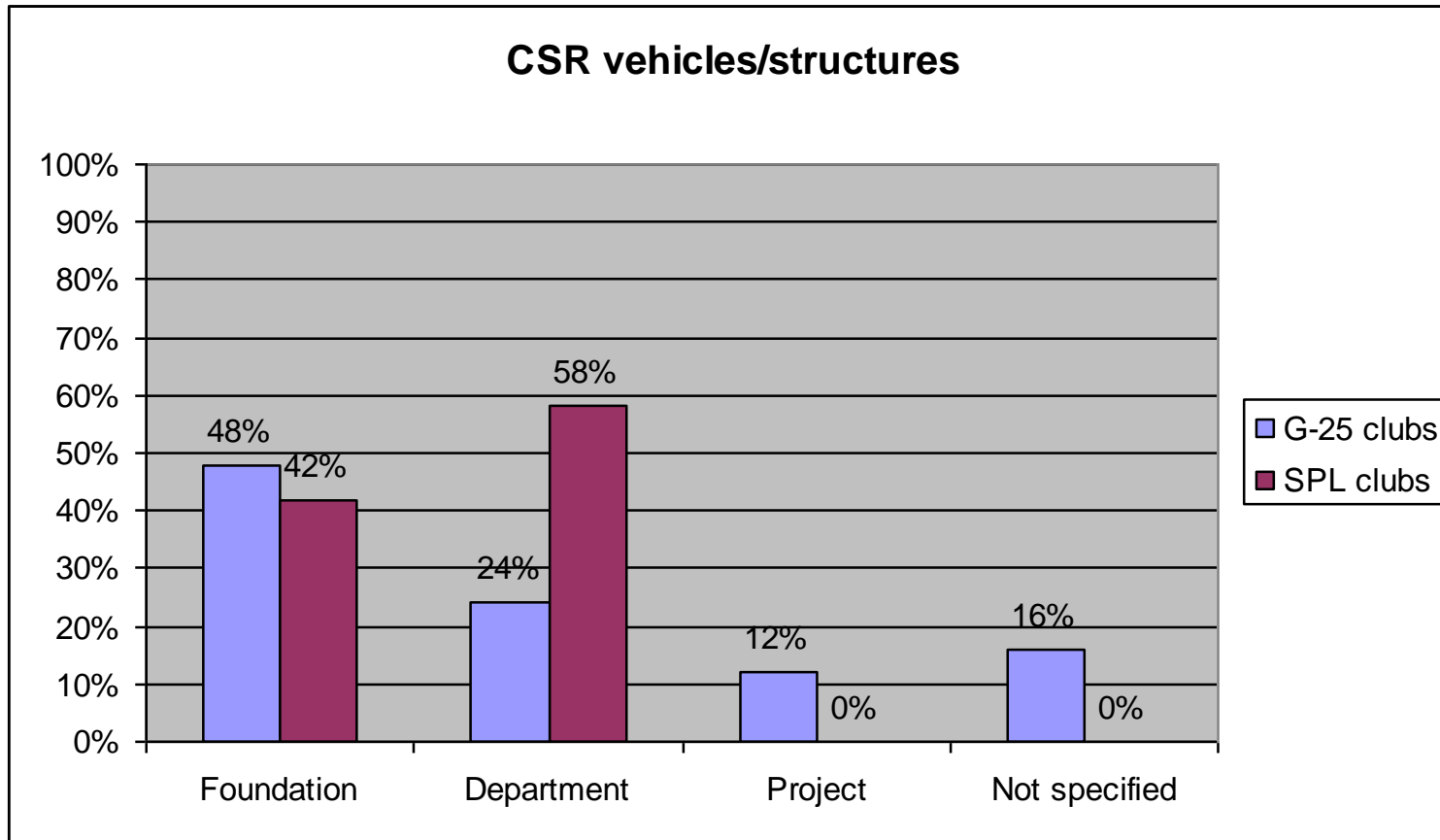
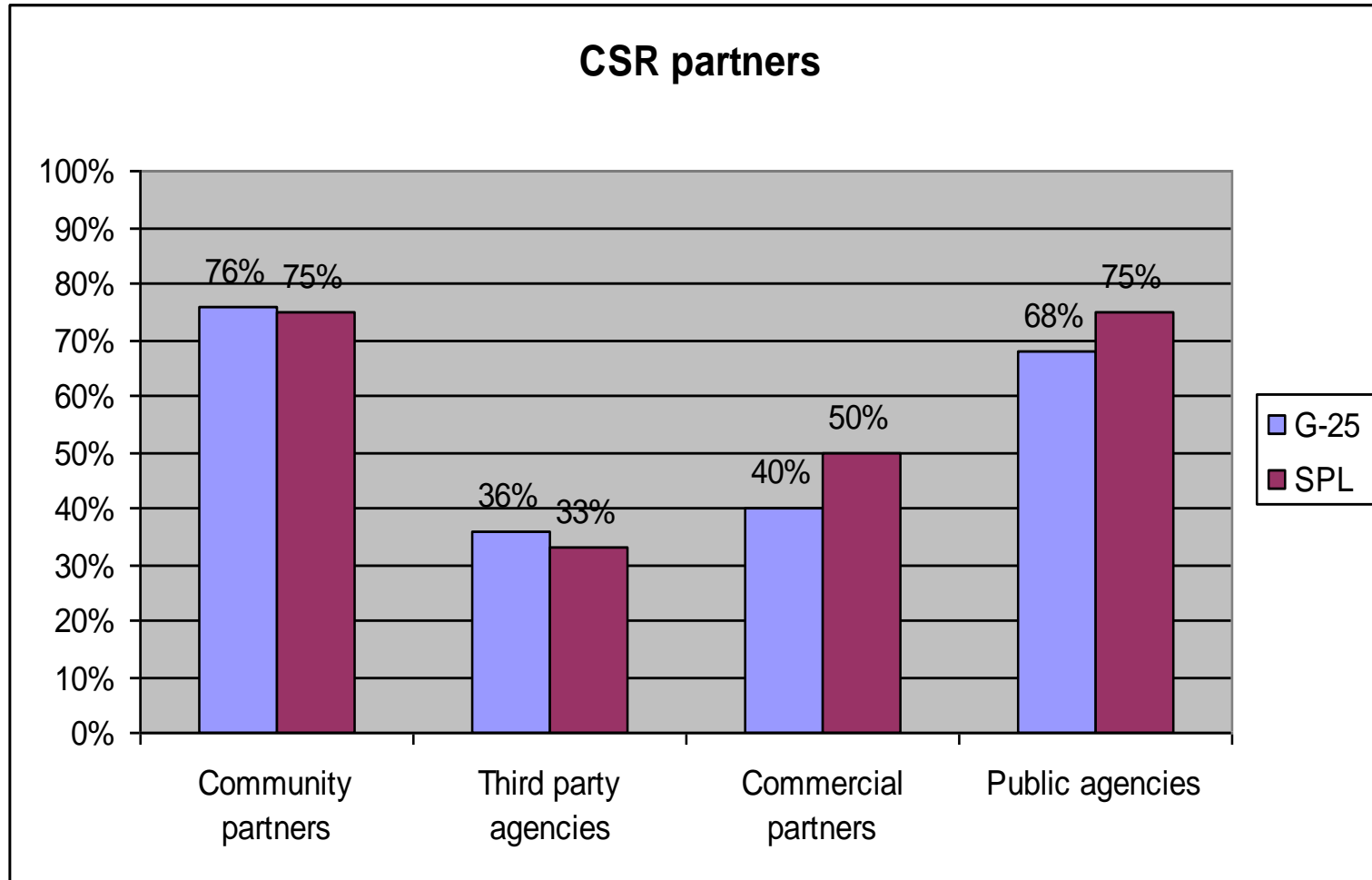


FIGURE 6.4 COMPARING THE G-25 WITH THE SPL FOOTBALL CLUBS



With regards to how CSR is carried out by the G-25 and the SPL football clubs, it can be seen that Scottish football clubs are now moving into independent CSR delivery structures in a similar fashion as their fellows from the south and abroad. Figure 6.3 summarizes the results of this comparison. A first view reveals that almost half of the SPL clubs have already formulated community Foundations or Trusts in an effort to separate their social with business plans; with three clubs that operate community departments either thinking about going down the path of separation or having already applied for such a structure.

When the discussion focuses on CSR-related partners for the G-25 and the SPL clubs, commonalities and variations are apparent. Figure 6.4 summarizes the results of this comparison. What can be identified by this comparison is that, although the SPL clubs team up with community and local actors in a similar fashion as to the G-25 football clubs, their partners are mostly local or regional and in extreme cases national or international. The local councils are the most frequent partner for CSR activity for SPL clubs; a fact that indicates not only a 'locality' sense in the development of CSR but also the influence of central state in the development of this 'locality' sense. In addition, it can be argued that SPL clubs have not yet explored the third party sector in an effective way, with only a small number of clubs having partnered with universities, Police and the NHS as to develop more proactive and innovative initiatives.

The comparison of CSR issues, CSR vehicles and CSR partners across the G-25 and the SPL football clubs depicts the importance and influence of national business system characteristics, including social conditions, legislations, and support by the league. However, it leaves open how all these factors have influenced particular clubs to develop their CSR strategy. It is thus of importance to understand

how CSR has been developing within particular football club organizations, along with its implications for management. To do so, emphasis is given to interview findings, and attention is paid to address three key research questions: (1) What kind of drivers do clubs identify as reasons to adopt CSR?, (2) are there internal or external barriers to the development of more sophisticated CSR?, and (3) How is CSR developed within football club organizations and can developmental phases be identified during this process? The next parts provide answers based on interview findings.

6.3.1 CSR-Related Drivers

SPL football clubs identify a number of drivers that underlie their inclination to adopt more CSR-related activities. The drivers identified by the interview findings derive mainly from the internal and external environments in which a club organization operates, and consist of economic, social, institutional, political and legal factors that create momentum for CSR development. As Hearts FC explains:

A brand that a club has and the people behind the club create a momentum that helps charities to raise money and vice versa clubs to develop CSR. Our connection with Erskine for instance, which is a military charity for Scottish Veterans, originates back in history and the war in 1914, which was started with players from Hearts FC. This history is incorporated to the club because of the fan base and provides a binding tradition at the heart of the club.

The drivers for CSR can be broadly classified into three main areas; (1) social factors, where societal issues arisen within the community stimulate CSR actions in a reactive sense, (2) legal/institutional factors, where intervention and subsequent funding by

TABLE 6.4 DRIVERS OF CSR IN THE SPL FOOTBALL CLUBS

Drivers for CSR	Content	Representation in Data	Main themes (from interviews)
Confront to Social Pressures (external legitimacy)	In line with societal norms, values and expectations		More and more people expect football clubs to be responsible to what they do. Using sports beyond the sporting sphere.
	Targeted/ tailored to needs of own markets		Clubs operate in communities with specific problems and needs. Addressing these needs is vital in developing a CSR position and posture in the heart of the community.
	Addressing fan demands / avoiding media scepticism		Clubs should have their doors open to charities, fan groups and other organizations. Getting media on your side is pivotal.
Confront to Institutional Pressures / Meet Legal requirements (Legitimacy)	Mimetic/associative forces		There is unofficial sharing of knowledge from team to team. Other teams in other leagues or sports are doing it.
	Scrutiny/ Regulations		Doing the right thing can prevent you from costly penalties and public scrutiny.
Strategic motives	Financial opportunity		CSR has helped us explore new markets such as families as a whole and females. It's a smart business decision because it can increase alternative routes of revenue stream
	Image enhancement		We get fantastic publicity and media coverage when we do so. People seem to enjoy these initiatives
	Leader/ First mover		Its not only about being a good citizen, some times is about being the 'better'.
	Partnership development		Since a lot of companies have a CSR element in their structure and strategy, it is easier to collaborate and get more income.

external agencies (e.g. the state, the council, the SPL) lead to CSR policies and initiatives, and (3) internal motivations, where empowerment for CSR comes from within the organization in the form of business objectives and proactive initiatives. Table 6.4 summarize the drivers for CSR initiatives in the SPL clubs.

First, regarding social factors and pressures that have led to more CSR initiatives by football clubs, the majority of the SPL clubs see the intensification of stakeholder demands as being an important driver of change. For instance, increased media attention on unethical practices and stronger fans' interest on social aspects of clubs' operation are seen as crucial stakeholder demands that clubs currently have to address in order to avoid public scepticism and media criticism.

All managers interviewed argue that clubs are or should be playing a focal and central role in the community, often reflecting its problems. Dundee United provides a good example:

The club operates in a community with serious social problems...and that's the initial push of revamping our community program. Using the club as a vehicle to tackle issues such as drug and alcohol awareness in deprived areas of Dundee,... attracting families and keeping kids out of the streets,... and seeking for funding, exemptions and tax benefits from the government are key drivers of our efforts...We were born in this community and we have to somewhat help ... (Interview with Dundee United FC).

In addition, a number of football managers seem to be sharing a common understanding about CSR as being an opportunity to address both internal and external concerns, as well as build relationships with various groups. Club-based results indicate that stakeholder management has gained momentum over the last

years, with CSR being appropriate in the operationalisation of stakeholder engagement and community outreach strategies. Hearts FC provides a good example:

For us the essence is really about our corporate body being a sustainable business, an ethical employer and a responsible entity for its social footprint. It is about environmental and social footprint as well as managing people, based on the idea of '3Ps'; people, planet and profit. ... Hence, you get the customer and the fan involved. You get the suppliers and sponsors too. This builds a level of obligation between the club, its suppliers and consumers, putting pressure to all bits so they are all seeking to add value into the partnership. So CSR can get all these stakeholders interests together and bind the business as a whole. This situation establishes meaningful relationships and brings the business together under a stakeholder broader view.

In addition, perhaps due to its scale and operation, Rangers FC seems to be taking a wider posture on CSR issues, seeking to explore possibilities both from within and outside its social or operational borders. As Rangers FC states:

The focus of the Foundation's support will now be centred on three key partnerships – community, national and international. This decision was made as a result of strategic review of the work of the Foundation following the successful completion of the previous three year development plan. We are therefore pleased to be working with UNICEF seeking to raise £300,000 to fund an education project in India which will reach 45,000 children in 15 states...as well as national (National institute of blind people) and local (Fairbridge) organizations. These projects represent a very exciting future for the Foundation and a substantial increase in the scope and volume of its activities.

Secondly, regardless of social drivers for CSR, SPL clubs recognize a variety of institutional/legal factors that have led them to develop the way they practice CSR. SPL clubs agree that CSR is rising as a result of the market's normative isomorphism, with certain clubs mimetically following others which have moved first, set the scene and lead in this specific area. These associative market forces, or 'unofficial competition', could be seen as a reason to explain the intensification and dynamism in CSR activity across the examined clubs; with all clubs arguing that the employment of the concept is now necessary, inevitable and legitimate. The following quote from Aberdeen FC provides insight:

Given that other clubs have taken the initiative to deliver social programs, how we distinguish ourselves is now important... [the club] has developed a pathway system aimed at developing young people with leadership skills and social values based on the acronyms of our brand name...attitude, behaviour and beliefs, enthusiasm for life, responsibility for every action, determination to improve, enjoyment, esteem, never neglect, faith, and commitment...is what we teach and expect to receive back from our community (Interview with Aberdeen FC).

Other clubs emphasize the increased opportunities, tax reliefs and funding available as additional factors leading them to intensify their CSR-type efforts. Governmental concerns in developing a legal framework for such activity are seen as additional drivers that have led Scottish football clubs to consider their societal position more thoughtfully. For example, St. Johnstone FC states:

In addition to health-related programs such as 'Football Fans in the Community'...an initiative aimed at tackling obesity amongst fans, we also collaborate with the SFA, the SPL and the council drawing the 'show racism the red card' initiative in primary

school. We have a street soccer project and a midnight league, a removable 5aside pitch ... all sponsored by the Bank of Scotland, the community safety partnership and the Police (interview with St. Johnston FC).

Third and lastly, SPL clubs show that they now have an enhanced awareness of CSR's strategic benefits, including attraction of latent support, brand equity building, partnership attraction, and enhancement of reputational image. Often stimulated by internal motivations for growth, public relations, and media exposure, these clubs see CSR as a current business method to tackle inadequate financial performance in the long-run, re-associate with communities that surround and sustain them, and build a coherent brand image. As Kilmarnock FC states:

We have always promoted ourselves as a community-based club, having access to 43 out of 44 schools in our area and to 3,500 to 4,000 students at secondary and primary levels. We are probably one of the biggest businesses in the area of East Ayrshire, if you consider that we own a hotel, a leisure and fitness centre, and a club that competes at the top level. Thus we should be striving to be the focal point in the area... Although we have gates of 5,500 supporters in average, four years ago when we played at the League Cup final there were 25,000 fans. This shows that there is support from people out there who may not be able to pay regularly for a home game ticket. However, they are out there and our community department should be looking to provide opportunities for communication with them (Interview with Kilmarnock FC).

Additionally, certain clubs indicate that CSR initiatives, although inherently connected to clubs' identity, are often dependent on governance/leadership objectives over the times. Celtic FC stated:

Over the last century, the club has developed into a thriving business and has a proud heritage known throughout the world. It was in 1994 however {when the club was taken over by new management} when the club sought to maximize not only its potential as a football club and business but also its social dimensions, with a return in supporting charitable causes in the line with our founding principles. In 1995, Celtic Charity Fund was formed with the aim at revitalizing our charitable traditions. Since then, we have fundraised around £2m to a wider range of charities in Scotland, Ireland, and across the world (Interview with Celtic FC).

Overall, the interview findings illustrate various socio-political reasons that have motivated football clubs to adopt CSR function into their structure. However, this analysis leaves open whether certain football clubs have faced barriers when developing CSR within the organization. The next part considers CSR-related barriers that SPL clubs identify as obstacles to their CSR operation.

6.3.2 CSR-Related Barriers

Having an understanding of different drivers for CSR development in the SPL, it is equally important to define whether certain clubs have faced CSR-related barriers. These barriers hold back the way CSR concerns are prioritized in the organization and subsequently limit CSR's development.

First, one barrier identified by the interviewing process is inadequate CSR planning and auditing. Managers indicate that changing a pre-established organizational culture into a more CSR-led culture is a demanding and long-term process with the speed of change and the level of uncertainty being high. This situation can lead to unclear CSR processes, short-term CSR orientations – especially for small-scale clubs that face relegation each year – and may result in abstract and immeasurable CSR goals.

This notion leads to the second barrier which is the failure to consult the affected stakeholders. A large number of clubs indicate that they have not yet adopted a formal method of ensuring dialogue with important stakeholders as far as CSR development and implementation is regarded. More specifically, the analysis identifies a lack of fan and employee involvement both in the decision-making process and the implementation process of CSR. This notion is consistent with what Hamil and Morrow (2011) have previously suggested, and highlights the importance of creating paths of dialogue when developing CSR. It is also reinforced by the interview findings:

Everything that comes to our community program is through funding channels such as the government and specifically the council of Ayrshire..., the Killie supporter trust that is very much involved in social issues..., or through the club itself. However since the programs are short-term, occasional and independent from our planning, there have been times when we found ourselves in a difficult position or without something to do. On one hand we have to deliver, and on the other we can not plan our operations ahead, for instance in a five year plan (Interview with Kilmarnock FC).

Thirdly, the lack of a coherent CSR communication strategy and inadequate support by top management are concerns that limit CSR's development within a football club. Some managers stated that although top management provides regular support, some members of the board may not comprehend or appreciate the community side of professional football (i.e. why should we spend money on that and not on a football player?). This affects budget allocations and consists of an internal perceptual barrier.

Fourthly, a barrier identified by this analysis refers to inadequate funding for CSR initiatives. All clubs indicated that they would be happy to do more on the area

of CSR, however public and commercial funding is limited, and when available, is short-term. Lack of funding can lead to inadequate training of staff or few staff devoted to CSR activity. As revealed by the case of St. Johnstone:

...funding has always been an issue and that is why we have to work as a business within the club and maintain a good level of sustainable operation. Our wide remit of activities and the work load is demanding for me and the other part time employees...so I think there is a call for more money and staff that can make our lives easier and our operation more effective ... (Interview with St. Johnstone FC).

Lastly, this analysis identified another barrier that exclusively concerns club organizations that have already moved to separate CSR delivery structures. Hearts FC supports this notion:

There is still a misconception on what [social] corporate responsibility should stand for. Although I have not yet faced closed doors...we welcome the club to help us more. The future brings changes and I sense that the Trust should be more integral to the club's strategy. If we consider that the Chair of the Board is also the Club's Director, integration is clear and ensured at a strategic level. However, my feeling is that there is room for improvement as far the collaboration of the Club and the Trust is regarded, mainly in an operational level ... (Interview with Heart of Midlothian FC).

What the interviews suggest is that a separation of CSR delivery can create grey areas between the football club organization and its charitable institution. Although it was difficult to extract information on what constitutes this grey area, it was pointed out that separation should be strategically planned so as to maintain a level of integration between CSR decisions and other business decisions, and in turn ensure collaboration

between the club's subdivisions (e.g. CSR division working directly with the media department to ensure improved communication).

6.3.3 CSR Development Phases

Having a good understanding of drivers for and barriers of CSR, it is of equal importance to provide understanding on developmental aspects of CSR. The SPL study findings indicate that although CSR is organic with club-specific characteristics being prominent, certain levels of involvement and degrees of development are apparent as well. One example is given by Motherwell FC:

The community department has run for about 15 years. Before that, our social involvement was in the form of fan-led initiatives or donations by shareholders. Over the last years, the club has partnered with various social and governmental agencies (NHL, the council and the Police)...but now we are in a position to revamp our system and transform our community program into a Trust. Becoming a company limited by guarantee will help us link with other non-for-profit set ups and access European funds or create a bigger lottery (Interview with Motherwell FC).

Interview findings also show a shift in CSR perceptions across club managers, with the concept no longer being seen as an opportunistic peripheral activity. Rather, many managers argue upon CSR's development into an integral and strategic division of the business. Hearts FC states on this matter:

It is a learning process for the organization. There have been times when CSR was completely integral and others that it was peripheral. Back in the time, CSR had no strategic role with the approach employed being by accident or by default. It was about following the trend, not by any concept or any design to develop a CSR

approach. There was a certain level of responsibility to that but not in a strategic sense. From 2006 however, the development of the community Trust enabled the club to look into that thoughtfully and use the club brand more effectively (Interview with Hearts FC).

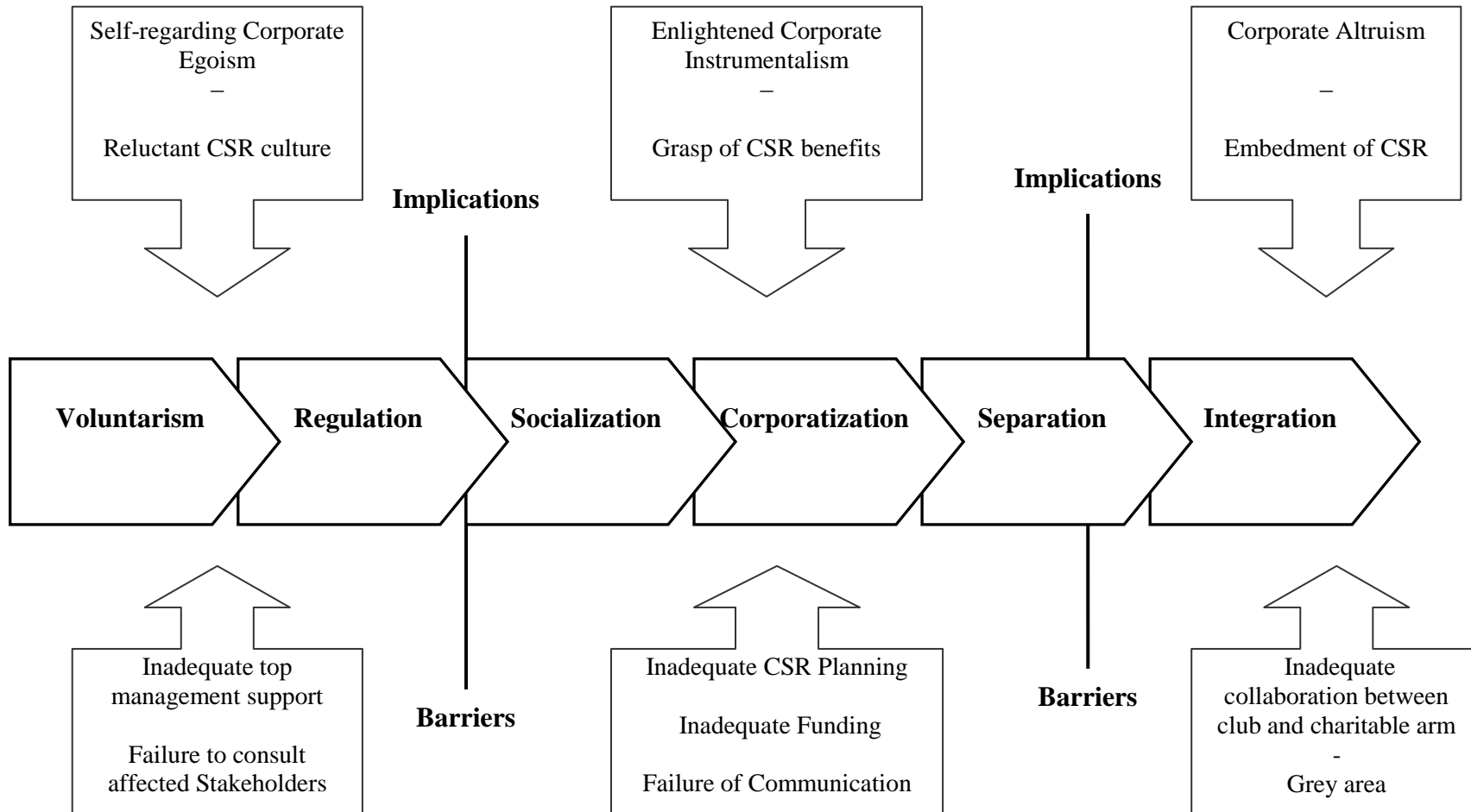
In addition, the interview findings point out several developmental and transitional phases that the examined clubs have gone through or are still going through when developing more strategic CSR. These phases are conceptual in nature and should be thought as overlapping steps in the pursuit of more sophisticated CSR. The phases or levels of CSR development for the SPL clubs are presented in Figure 6.5. The framework suggests that CSR development moves sequentially in six phases. This sequence is best understood by distinguishing between evolutionary phases, where CSR development is slow and incremental, and revolutionary phases, where CSR grows rapidly and the level of uncertainty is high.

Table 6.5 describes these developmental stages across the SPL clubs and provides an example of how this framework can be used in a national football context. For SPL clubs, CSR development seems to be moving across the fourth and fifth stage with clubs currently re-thinking their strategies and in some cases planning to create separate agencies for CSR delivery. All clubs have gone through the first phases, whereas only two clubs (Celtic and Rangers) seem to be moving progressively towards the final stage, perhaps due to their financial capability and social scale. A definition of each phase is presented.

TABLE 6.5
AN EXAMPLE OF THE APPLICATION OF THE FRAMEWORK: SPL CLUBS

Phase	Commentary
(1) Volunteerism	CSR in Celtic, Dundee United and Hibernian lies in the origins of the football clubs as being formulated for reason close to Irish identity and catholic charity. In addition, Kilmarnock, Aberdeen and St. Johnstone firstly showcased their social orientations through fan-led charitable initiatives (e.g. Killie Trust). In other clubs CSR's initial development holds back on charity matches and occasional fundraising activities (Motherwell Charity Cup in 1886).
(2) Regulation	The Health and Safety Act in 1974 and the Fire Safety and Safety of Places of Sport Act in 1984 are seen as the first attempts to assign CSR-related responsibilities in Scottish clubs. This led to the creation of the Sport Guide on the Safety of Sport Grounds in 1997. Further regulations on CSR related issues such as youth development and community development by the SFA in 1992 and the SPL in 1998 are seen as additional legal forces leading clubs to develop their CSR.
(3) Socialization	Initial social and political pressures for health and safety (i.e. Hillsborough disaster in 1989 and subsequent Taylors report), public-private partnerships such as Scottish Business in the Community in 1988, and other fan-led pressures for social involvement (e.g.. Supporters Direct formulation in 2000 and other individual Supporter Trusts) are seen as indicators of the overly social context around football clubs.
(4) Corporatization	From 1994 onwards community departments appear as delivery agents for CSR-type initiatives. Although youth departments in Scottish football clubs existed from early 80's, the SFA community coaching scheme led clubs to develop community departments. Some of these departments have now grown to deliver community football beyond Scottish borders (i.e. Rangers are active in more than 20 countries).
(5) Separation	Celtic was the first to experience this stage back in 1995 when it introduced the Celtic Charity Fund structure. This was followed by internal raising action groups consisting of professional business people selected to boost fundraising. In 2002 Rangers introduced Rangers Charity Foundation with Hearts and Hibernian following in 2006 and 2007 respectively. Over the last two years, two more clubs have chosen to separate their CSR delivery agency having applied to turn their community department into limited by guarantee companies, a not-for-profit structure that enables them to link with other non-for-profit set ups (e.g. Inverness CT, Motherwell).
(6) Integration	Only Rangers and Celtic seem to have reached this stage. The clubs incorporate CSR principles in all levels of the organizations. Celtic although it has integrated its community department under the Charity structure has still kept it intact. Rangers FC on the other hand has not moved its community department into the Foundation, which still operates under the Rangers football club shield. Regardless of the delivery structure, both clubs agreed that collaboration between different departments, top management and the Trust structure is the way to go forward.

FIGURE 6.5 CSR DEVELOPMENT PHASES IN SPL CLUBS: BARRIERS AND ORGANIZATIONAL SHIFTS



Volunteerism (evolutionary): CSR emerges as volunteer driven activities and is closely linked with ancient folk and habitual connections of football clubs with certain groups of populations and local communities. This phase represents the initial development of CSR within a football club and consists of donations, fan-led initiatives, and in-kind contributions most often by wealthy shareholders aimed at serving their own political ends. In this phase, the football club has not yet developed a uniform strategy to deal with CSR concerns and the organizational culture is characterized by reluctance to deal with wider social issues over the long term.

Regulation (evolutionary): Regulation refers to the formalization of CSR practices, either as an internal event aimed at controlling CSR within the football organization or as an outcome of increased intervention by governmental and football authorities, notably on economic and legal matters of football clubs' operation (e.g. Carroll's, 1999, first two proposed responsibilities). This phase of CSR development is empowered externally with clubs increasingly considering their business and social role. During this phase CSR relates to corporate governance issues mostly concerned with how a club operates in the community, such as health and safety, stadia standards and fans' management. In this phase, CSR is largely seen as a legalistic subject with a club addressing key priority areas so as to ensure its authorized operation.

Socialization (evolutionary): As a football club grows and becomes more popular, it creates an overly social context which external organizations see as providing impetus for collaboration. The willingness of public, local, commercial and social actors to support the club with its CSR activities becomes more evident, whilst media and fan pressures become more intense resulting in either positive comments or negative

criticisms. During this phase, the football club organization seems to be moving slowly beyond economic and legal requirements into addressing ethical and discretionary matters (i.e. the other two corporate responsibilities according to Carroll, 1999). In this phase CSR remains normative with the football organization responding to more external pressures and addressing a greater number of CSR issues.

Corporatization (revolutionary): As football clubs understand, gain and experience more CSR benefits, the organization strives to define new structures and cost-efficient ways for developing CSR-type activities in a self-interested way. During this phase, corporatization takes place in an organic and revolutionary fashion with self-sustainable community departments appearing within the organizational structure. In this phase, CSR becomes more integrative to the business agenda, and usually takes the form of a self-enlightened subdivision of the club with instrumental objectives and standard of practices to be met.

Separation (evolutionary/revolutionary): Whilst the idea of community involvement becomes more and more complicated for football departments, clubs' management slowly moves into separate corporate structures in order to boost social activity further. Not-for-profit or limited by guarantee companies are formulated as they help football clubs to link with other non-for-profit organisations. At this stage separation (outsourcing) occurs with clubs transferring the responsibility for CSR practice into independent Trusts or Foundations in order to increase their ability and capacity for community work. During this phase, CSR becomes proactive as it shares its own long-term goals, visions and directions.

Integration (revolutionary): This phase of CSR development conceptually explains the ultimate level of CSR where the concept is fully embedded into the organizational behaviours and operations, and consists of a central football strategy. Despite the fact that CSR is delivered through an independent structure, integration depicts that a strategic CSR orientation is present at all levels of football operation, not only in its charitable arm. Although one may consider that separation benefits the way CSR is governed by football clubs, this empirical analysis identified that low levels of integration between the Foundation and the core football organization can create a grey area and thus limit the potential for further development. Thus, integration of CSR objectives with other business goals of football's operation is seen as the ultimate stage of CSR development.

6.4 IMPLICATIONS

This study has adopted a nation-wide and club-based perspective in analyzing organizational aspects of CSR in professional football. Figure 6.6 proposes a schema that can be used to define how CSR has evolved and developed across professional football clubs from the same context. Six phases that SPL clubs have gone through when developing more sophisticated CSR initiatives are identified and proposed; namely volunteerism, regulation, socialization, corporatization, separation, and integration.

There are several practical and theoretical implications to be considered from this analysis. As far as practice is concerned, the case study results illustrate that the range and nature of CSR-related initiatives SPL clubs are involved in have changed over the years; a fact that indicates dynamism in the development of the concept. On one hand, SPL club organizations are now considering more than ever before the

benefits that a transformation of their community department into a Foundation can offer; with clubs that have already formulated an independent entity arguing that the new structure has proven efficient in that it provides greater accessibility to public, governmental and commercial funds. On the other hand, empirical findings show that such a business change (separation) should be thoughtfully planned so as to avoid two dangerous pitfalls; (1) the creation of CSR-related grey areas between the core football club organization and its independent CSR delivery agency, and (2) the disintegration and misalignment between the overall football club strategy and its CSR strategy.

Another practical implication concerns CSR's barriers. The analysis found that inadequate planning, funding, auditing, enlargement, and communication of CSR can limit its potential in a national market. This means that a club should set its CSR goals in the long run and gradually educate its members on the importance of CSR for the organization as a whole. Only by doing so can the club convince its members about the legitimacy of its actions and re-align its stakeholders with the new CSR direction. Therefore, CSR benefits should be communicated not only externally but also internally, at all levels of clubs' operations; with the club focusing on giving voice to different fan groups, and thus strengthening the relationships with those groups.

Additionally, there are two theoretical considerations to be made if one considers CSR as a developmental (change or learning) process / exercise. First, the analysis sought to determine several national (external) business characteristics that may constrain or support the development of CSR within professional football organizations. This suggests that CSR often unfolds as a result of the external environment and the opportunities or restrictions that this provides.

The second theoretical implication considers the internal environment of CSR. As argued by the conceptual model of this analysis, football club organizations go

through several overlapping transitional phases when exercising CSR, during which they have to overcome certain barriers imposed internally or externally on their CSR journey. This means that in order to achieve more sophisticated CSR objectives, the clubs should continue empowering the concept from within, providing full support, and doing organizational (cultural) shifts when relevant. Internal support should be provided not only in terms of human, technological and other football-related resources (i.e. star players) attached to CSR but also in terms of management talent, coordination, communication, and leadership.

6.4.1 Future Research Avenues

Our findings are consistent with previous research on CSR development in organizations (Jones et al., 2007; Maon et al., 2010) and suggest one fundamental notion. Although CSR is thought to be a concept reinforced by the external environment, it is now becoming of internal importance. Thereafter, if football clubs want to progress to more efficient CSR implementation levels, they have to reconsider not only the aspects of their organizational culture that may limit the development of more coherent, solid and long-term CSR strategy, but also the national system opportunities and barriers surrounding them.

This discussion opens up several avenues where future research could help on understanding more of the role of CSR in/and professional football clubs from a developmental and practical point of view. One avenue would be to examine how the changes in CSR structures correlate with changes in CSR culture. Further club-level conceptual and empirical research is still required to define how the emerging structural CSR-related changes football clubs currently experience (i.e. the formulation of Trusts / Foundations, the creation of triangular partnerships) may

impact on the overall culture of football governance, and in turn advance CSR practice in the industry. Linking current CSR developmental aspects with different corporate football governance models may be timely.

Additionally, given that CSR is increasing its importance and meaning across professional football clubs, sport management research could turn its attention to the understanding of grey areas, pitfalls and barriers that clubs may face when separating the delivery of CSR initiatives from the core organization. Empirical findings are still needed on how CSR can be fully integrated into football business models, what such integration may entail, and how football resources can be used for advancing CSR ends. Such research can not only strengthen the notion that football clubs are relevant agents for delivering social value, it can also enhance understanding on the practical aspects of CSR adaptation, integration and development in the football governance agenda and strategy.

CHAPTER 7

CSR AND FALKIRK FC

Given the conclusions drawn by study two (chapter 6), there are several common national business system factors that influence the way in which professional football clubs conceive, exercise and communicate their CSR efforts. However, football clubs still vary in ways and levels they integrate CSR with other governance tactics. Therefore, a better understanding is needed on context-specific and/or situational factors that affect the organic development of the concept within football clubs.

In pursuit of this goal, a third study was designed aimed at providing a deeper view on organizational parameters that may moderate CSR's integration with other football and corporate strategies. This focuses on a qualitative case study undertaken at a small-scale community-based professional football club, that of Falkirk FC. It reviews the club's business and social activities over the years and addresses two key research questions: (1) how is CSR integrated with other corporate strategies, and

what does such integration entail?, and (2) what kind of business and social strategic benefits can accrue through development of more sophisticated CSR? The case of Falkirk FC and its integrative CSR approach show how the concept unfolds within a professional football organization from a developmental long-term club-based point of view, along with its managerial integrations, business implications and strategic benefits.

7.1 STRUCTURE OF CHAPTER

Chapter 7 is structured into three main sections. The first section considers the techniques used to collect data for the completion of an in-depth case study about Falkirk FC and its CSR activity. It draws on basic decisions made as to categorize data under relevant themes, and discusses the basic theoretical frameworks adopted for data analysis.

The second section overviews the results obtained by Falkirk FC in the form of a case study called “it is not just Falkirk, it is football”. In an effort to provide understanding on how the club has evolved its business and social affairs to become the business that it is today, background information is presented. This analysis then narrows down to the strategic integration of CSR principles in the overall re-branding strategy of Falkirk FC from 1998 (when the club went into administration) until today; providing answers to the first key research question.

The third section considers the practical and theoretical implications of this in-depth case study research, sets its delimitations, links its findings with relevant literature, and answers the second key research question. Strategic/organizational benefits of CSR and future research paths are set out leading this investigation to

chapter 8, where the overall implications and conclusions of this thesis are considered.

7.2 DATA COLLECTION AND THEORETICAL ASSUMPTIONS FOR ANALYSIS

Between 2009 and 2011, exhaustive data was collected about Falkirk FC, its business and CSR activities. There were two stages of data collection. The first method involved numerous semi-structured interviews including with the Chief Executive of the football club, the Chief Executive of Falkirk FC Community Foundation, and other top and lower scale managers ranging from the Security officer to the Head of Learning and Education, and a fan-voted director.

One purpose of these interviews was to get a clearer view on the organizational model of the club as well as understand some of the strategies it has employed over the years to strengthen its business and social affairs. An additional purpose was to define what kind of CSR-related efforts the club has been involved with, and how these initiatives were integrated to its overall strategy. The case-study interviews were taped-recorded and transcribed according to a case study protocol (see Appendix E), which enabled identification of additional areas for discussion. This led to a second round of interviews, and where appropriate, complementary information was collected (see Appendix F).

The second stage of data collection involved the analysis of secondary sources of evidence, consistent with Yin (2002). It included analysis of documentation and archival records, content analysis of web pages, and direct observations and participation by the researcher in meetings. Secondary data sources from the club and its community Foundation including annual reports and financial statements were then triangulated with the interview analysis.

7.3 IT'S NOT JUST FALKIRK, IT IS FOOTBALL

Falkirk FC is a Scottish professional football club based in Falkirk, at the heart of a substantial catchment area between Edinburgh and Glasgow. The club was founded in 1876, although its formation date has been a point of discussion amongst its fans. Falkirk is also known as the 'The Bairns', a Scottish word meaning child, son or daughter and has used various badges as to establish its profile in the community over the years; from a tank during the First World War to the 'Highlander' badge which was used during the club's last major title win in 1957 for the Scottish Cup. The most recent of its logotypes has been a football along with 'The Steeple', a local landmark; however the 'Highlander' badge was used for one season in commemoration for the 51st anniversary of the cup winning season.

Management-wise, the business foundation of Falkirk FC has evolved considerably over the years. Falkirk's business organization has gone through a variety of governance-shifting troubling situations mainly due to its inevitable small scale and subsequent economic instability and insufficient infrastructure. From disconnection with society in the mid 1990's to administration in 1998, and from relocation to a newly constructed fully-compliant Community Stadium in 2005 to the formulation of an independent Charity Foundation in 2010, the case of Falkirk FC provides a paradigm on how community-based professional football clubs could be managed and further evolve through inclusive approaches of management, such as stakeholder management and CSR.

7.3.1 Background of Falkirk FC: A Troubled Football Business

For the greater part of its life time, Falkirk FC has performed in the top level of Scottish football having a proud record of achievements, including two Scottish Cup

wins and numerous Scottish League titles. However, over the last twenty years, its business foundation has been shaken on many occasions by unforeseen events; a situation that signalled strategic changes at the core of the business. The most obvious problem has been the club's low-standard old stadium in Brockville Park due to which Falkirk FC was denied promotion (either directly or entry into a play-off) to the Scottish Premier League (SPL) on three occasions.

First, when the SPL organization was initially formed in 1998 after the separation from the old Premier Division, the play-off between the second bottom team in the top division and the second team in the First Division (Falkirk FC) was abolished (Falkirk lay in second place in the First Division and were thus denied a play-off with Motherwell FC). Secondly, at the end of the 1999/2000 season, when the SPL was due to expand to 12 teams, Aberdeen, who finished bottom of the SPL, were due to compete in a three-way play-off against the teams that finished 2nd and 3rd in the First Division (Dunfermline and Falkirk respectively), with 2 of the 3 teams earning entry to the SPL for the next season. Falkirk's Brockville ground did not meet the SPL requirements so they applied to ground-share at Murrayfield in Edinburgh. This was rejected by the SPL, who in 2004 accepted an identical ground-sharing bid at Murrayfield from Hearts and one from Inverness Caledonian Thistle, who had been ground sharing with Aberdeen for the 2004/2005 season. The play-off system was hence abandoned and Aberdeen and Dunfermline were allowed into the SPL for the following season. Third and lastly, in the 2002/2003 season there had been talk of a new stadium for Falkirk, however, nothing materialized. Falkirk won the First Division in that season, with their ground still not meeting the stringent SPL stadia requirements. A vote to decide whether or not Falkirk should be allowed to play at New Broomfield (an SPL compliant stadium also home to Airdrie United) was held,

and the SPL chairmen voted against them being allowed into the league, thus saving Motherwell from relegation.

Along with its insufficiency in terms of infrastructure and resources (and subsequent inability to participate in the SPL), Falkirk FC also faced an increasing dislocation with the community in which the club was established. From the early 1990's two successive owners had no close ties with the community in which Falkirk FC was based. This situation led to decreasing levels of support and alternative financial problems, with Falkirk FC subsequently being driven to provisional liquidation in April 1998, with debts of £1.7 million.

7.3.2 New Management, New Vision

Despite being in its worst financial position ever, the 'Bairns' managed to recover. The local community responded positively to the troubling situation of the club, with public acceptance being given to a team of local businessmen who stepped forward to save the business from its devastating position. Four months later, the consortium of business people from surrounding Falkirk areas, all with strong local and political links, acquired Falkirk FC which was in interim receivership; a remedy available under the Bankruptcy and Insolvency Act for the purpose of protecting the assets of a company (also known as 'Debtor') that is undergoing an insolvency process.

A new board was formed with the prime objective of the relocation of the club from Brockville Park to a new SPL compliant stadium. The board was also responsible for undertaking important tasks such as clearing outstanding capital debts to principal creditors (The Inland Revenue and Customs and Excise), reducing costs and minimizing losses, and setting up a new corporate agenda. Additionally, it aimed at developing a new vision. This entailed the re-establishment of Falkirk FC as a

legitimate and profitable community-based football business, which in turn should consistently address range of local and regional needs through football. The new vision and ethos was based on four “pillows”:

- (1) To develop and sustain a credible, profitable business to ensure the long-term existence and success of Falkirk FC.
- (2) To establish Falkirk FC as a long term member of the Scottish Premier League, achieving consistent results from a well-managed team of affordable quality
- (3) To maintain a youth development strategy that will encourage talented young footballers to make Falkirk FC a club of choice for entry into professional football
- (4) To build and develop a core of long-term active support through developing high profile, participative role in economic and social development in the local community.

In pursuit of the above goals, the new leaders formulated a four-level integrated corporate strategy. Falkirk’s crisis management plan included both broader corporate elements such as cost control and value chain management, as well as narrowed-down targeted integrated marketing and CSR strategies, all aimed at repositioning the club in the public eyes. The strategy itself essentially consisted of four major elements: (1) Recovering credibility and strengthening business foundation, (2) Restructuring the set up, resourcing the organization, and relocating to an SPL compliant stadium, (3) Re-branding the club into a community-based organization, and (4) Effective product management. The next parts describe how Falkirk’s new management team implemented these strategies.

(1) Recovering Credibility and Strengthening Business Foundation

Taking over as provisional liquidator with debts of more than £1.5 million, the premium objective of the club's new management was to ensure the survival and longevity of the organization, by tidying up its finances and gradually recovering its image as a credible and reliable business in the local and regional community. To achieve this crucial goal, they focused on restructuring the club's shareholding and thus re-organized Falkirk's FC business foundation.

“We managed to get to a cup final after I do not know how many years and then went into administration 6 months later. This is impressive, really impressive...of course the problem wasn't the 6 months, the problem was probably the 6 years before the 6 months” (Chief Executive of Falkirk FC).

In financial terms, after buying the former president's 144,000 shares for a sum believed to be several hundred thousand pounds, the new owners invested £550,000 and supported their capital investment with an interest-bearing loan of £1.4 million from an international property development company with local connections.

In a 5 year period, the consortium of local businesspeople that took over Falkirk FC from interim receivership managed to tidy up its financial position, break-evening its revenues with costs. Specifically, it cleared all outstanding debts and repaid all capital debts (completed by March 31, 2003), substantially reduced playing and business costs along with business losses, and dramatically increased commercial income four-fold through sponsorships and merchandizing.

In addition, the club discretely secured equity investments of over £750,000 from directors and supporters, and managed to incur £500,000 of costs in securing the planning permissions and sale of Brockville and the planning consent and design

work for a new stadium. On this matter, Falkirk FC took a social stance by committing all available capital from the sale of Brockville to the development of a new community stadium that would be open to everyone in the local community, not only to its football or business affairs.

(2) Re-Structuring and Relocating the Organization

Apart from tidying up the economics of the club, the new leadership attempted to provide a different direction to the organization as a whole. Given that the club was in liquidation as recently as 1998, they decided to gradually restructure the organization and resource it properly. The restructuring process lasted more than four years, with the club eventually adopting a different but more sustainable business set up by separating its different tasks into departments (e.g. media division, football in the community division, football development division.).

“They were no more a community-club. They had a community coach who admitted he didn’t like kids. Do not get me wrong, he was a decent guy, a very good coach, but he was in the wrong job. So we had to resource the club from the scratch. And that was a very challenging period because it is easy to employ a centre forward because everybody understand what a centre forward’s role is at the club. Score goals, play in games, be successful. To go and employ a community coach is a lot harder or a girls’ development officer is even harder still. So we had to be very accurate with our restructuring and resourcing process” (Chief Executive Falkirk FC).

More fundamentally, in an effort to advance its inclusiveness and subsequent social acceptance, the new management team increased individual supporter’s share-ownership of the club; a decision that enlarged the involvement of critical

stakeholders in Falkirk's FC decision-making process. They encouraged the formation of a Supporter's Trust, which was eventually formed under the title the 'Bairns' Trust. The 'Bairns' Trust was the first of its kind not only in Scotland but also in the UK, and consisted of various individual supporter clubs and representatives of the Federation of Falkirk supporters established back in 1991. The 'Bairns' Trust managed to reach 2,500 registered members and became the 9th biggest shareholder of the club and the fourth biggest in the boardroom, with one director and one alternate director.

“After the administration, after that sort of dictatorship, we were in a situation where the constitution of the club was in need. There were numerous different supporter organizations with different interests around the club, hence a lot of rivalry. The formulation of the Bairns Trust helped us resolve issues democratically, involving everyone interested on Falkirk and providing a unique opportunity to all fans to meet and question directly the club's management and board of directors on a regular issue by issue basis. The Trust has never been shy of taking on fan issues, even those that are controversial. We are all about collective representation and responsibility and will always be a safety net for the club” (Executive of Bairns Trust/ Fans and families liaison office of Falkirk FC).

Despite the deep recessionary, transitional and shifting phase of the club, the restructuring process at Falkirk FC finally paid dividends with the club relocating to a new stadium in 2005. Retrospectively, on May 1999, Falkirk received a letter of intent from ASDA supermarkets to purchase its old stadium; an interest that helped the club gain detailed planning permission for a new stadium but most importantly led the club to think about future development. After working close with Falkirk Council for more than two years (the Council owned two-sevenths of

the Brockville site and thus had rights on the relocation) and despite ASDA's withdrawal of interest in Brockville, the club finally secured an agreement with William Morrison Supermarkets plc in early 2002.

The sale of Brockville was concluded in 2003 with proceeds being shared by Falkirk FC and Falkirk Council. Both parties contributed the remaining balance to a joint venture company Falkirk Community Stadium Ltd, with Falkirk FC holding 75% and Falkirk Council 25% of the equity of the new company. Falkirk FC eventually relocated to its new Community Stadium two years after under a 175 year lease.

“There have been various problems with the old stadium. The building control of Falkirk Council has not given permission of use at certain stands because they were not safe. With the brand new stadium we are in a better position. We comply to the Health and Safety Act as well as the Green Guide of practice. The new facility has helped as on two ends as far as H&S is concerned. First, we have more physical resources; the infrastructure, emergency lighting, exits, fire precautions are all of high quality and standard. In addition, it helped us improve our safety parameters, which have to do with the safety actions; management of fans, people, security, and everything that relates to stewardship” (Health and Safety Manager at Falkirk FC).

The relocation found the club with a brand new facility on its hands; an infrastructure that helped its community-based image and operation grow further. Specifically, the main west stand of the stadium housed all of the football club's facilities, offices, changing and treatment rooms, gym and shop, along with boardroom, conference, entertaining, security and press facilities. This stand also comprised a five-a-side Football Centre servicing 11 new-generation turf pitches, which in turn helped the club develop more community football initiatives. In

addition, a Sports Bar, a Health and Fitness Centre, and a restaurant helped the club increase its social and financial capital, accommodating various business and community events.

“Apart from the economic benefits for the club which finally managed to comply with the SPL standards and compete at the highest level, there were other benefits as well. Moving to the new stadium gave us a better base, a better location, and it was a push for us to achieve what the name of the stadium represents; be a community-based club that operates in a community Stadium open to everyone that wants to be involved” (Chief Executive Falkirk FC).

The successful relocation of Falkirk was welcomed by fans and latent support, with increased gates and community support becoming apparent in all of its forms; from records in season ticket sales and shifts in consumers’ demographics, to increased mechanizing income and media attention, higher participation in youth academies, and numerous agreements with commercial and community partners.

(3) Re-branding Falkirk FC as a Community-Based Club

The new management team shared a common understanding that it was the local community and Falkirk’s supporters that saved the club from its devastating position. Also, there was a common view that although the club has been playing in the community for more than a century, it had never managed to become an all-inclusive community-based organization. Thereafter the attention of their business and social efforts should be tuned in to the demands of its immediate stakeholders and communities.

“A lot of football clubs by their own admission do not have a business, they have a football team. They operate, in my opinion, in very much a sort of bunker mentality whereby they say we are open for business once a fortnight and we expect you to come in massive numbers because we are who we are. Falkirk were very much like all these things and they ran themselves in the traditional way, and they ended up in the traditional way, they went into administration and what that signified for the football club was that all of a sudden you need the fans more than just once a fortnight” (Chief Executive of Falkirk FC).

In 2002, Falkirk introduced a new community structure in an effort to revamp the way the club was involved with its communities. It separated its Football Development department (division responsible for academies) and created a brand new set up, a Football in the Community department. The new structure was aimed at being the self-sustainable community arm of the club.

“We made a promise that we will actually help the local community. And that was the fundamental aim for creating a separate community department. It is fantastic to get 5000 people in here on a Saturday and try to satisfy and entertain them. But a community department can probably touch the lives of 30,000 people, wee boys and girls, mums and dads, grannies and grandpas, the whole family” (Community Coach Falkirk FC).

In addition, the club managed to separate its football development divisions with its community football activities by formulating proactive partnerships with social and public agencies. In one of this, Falkirk FC teamed up with Stirling University in a 25 year contractual unique partnership agreement to use Stirling’s high class sporting facilities for its youth football development academies and its first team. The partnership eventually went deeper than that between the two organizations, with

University of Stirling offering talented players the opportunity to combine their study with high performance football through the Craig Gowans football scholarships.

As a result of its increasing social position, Falkirk FC introduced an independent charity as recently as 2010. A decision was made to change the Falkirk in the Community Department to Falkirk Community Trust Foundation so as to protect it regardless of what the future holds for Falkirk FC.

“The Trust model of governance enables us to apply and hopefully access various grants and funding to further develop and improve our service ensuring we are kept one step ahead. While any costs to the foundation are met within the foundations budget which includes staff costs, facility hire, equipment etc... this change has no impact on the individuals involved in our programs and strong links are still in place with Falkirk FC” (Chief Executive at Falkirk Football Club Community Foundation).

Falkirk Football Community Foundation now offers a vast range of award winning football coaching courses to suit ages from 2 years through to adult. Having its own sponsors and partners, the Foundation ensures that players participate in a fun and safe environment, progressing and developing through its player pathway.

(4) Effective Product Management

Having recovered from a very negative financial and social crisis, the new strategic direction was additionally aimed at establishing Falkirk FC as a long term member of the Scottish Premier League. This meant that changes had to be made in all levels of the football team’s operation and the first squad as well in order to reach promotion to the higher possible level. Providing that the essence of product management is what happens at the football pitch and given that the club has been competing for several

consecutive years in the First Division, an unusual tactic was employed in order to enhance performance and in turn chances for promotion. To achieve better results, the new leadership had to take risky decisions.

“If the team doesn’t perform, everything else will collapse” (Chief Executive Falkirk FC).

In one of these in 2003, the club appointed two co-managers who were both players and managers at the same time, creating an unusual hierarchy within the squad. Specifically, the club appointed John Hughes, an ex-national player who established himself as a central defender at Falkirk before signing for Celtic in 1995, in a joint player and coaching role. Hughes was accompanied by Owen Coyle, a former Republic of Ireland international.

Despite media criticisms and public scepticism on the unusual coaching tactic of the club, this risky decision finally paid off. The Coyle-Hughes management team took over when Falkirk were top of the league, and continued Falkirk’s good form winning the Scottish First Division (however the club didn’t make it to the SPL failing to meet the stadium requirements and remained at the same division). At the end of 2003/04 season, after only half a season in charge, Coyle left Falkirk to join Ian McCall's coaching team at Dundee United, leaving Hughes in sole charge. Falkirk carried on its good performance in the field, and finally won promotion to the Scottish Premier League on 9 April 2005 after a 1-0 win over Ross County. Hughes guided Falkirk to promotion using a mixture of affordable experienced players accompanied by cheap young talents from Falkirk’s revamped academies.

At the end of their first season in SPL, Falkirk finished 10th ahead of Dunfermline Athletic and Livingston avoiding relegation which was the principal

goal. In the next two seasons, Falkirk finished in seventh position with the club strengthening its position as a legitimate and competitive member of the SPL organization. During the 2008/09 season, Falkirk FC exploded its performance qualifying for the Europa League for the first time in its history and making a club record of entering Europe and being in two semi finals in one season, the Scottish Cup and the League Cup. In that year, a dramatic final day saw Falkirk securing the 10th place and avoiding relegation with a 1–0 win against Inverness Caledonian Thistle. The club also finished runner up in the 2008/09 Scottish Cup narrowly losing 1–0 to Rangers in the final. In July 2009, Falkirk participated in competitive European football for the first time playing against Liechtenstein side FC Vaduz, although it didn't manage to progress further in the competition.

After five consecutive years of great success on and off the pitch (2005-2010), Falkirk FC eventually got relegated to the First Division after a 0–0 draw away to Kilmarnock on May 2010. At the beginning of that season, Falkirk's manager John Hughes moved to Hibernians and Eddie May who replaced him in the bench resigned later that year. Steven Pressley, a young coach from the academies of Falkirk took over as manager, with Falkirk well adrift at the bottom of the SPL. The club didn't manage to avoid relegation. Seasons 2010/2011 and 2011/2012 find Falkirk FC in First Division competing for promotion back to the SPL.

7.3.3 Strategizing Through CSR: Falkirk's FC Integrative Approach

Over the years, Falkirk FC has become increasingly concerned about the way it is being perceived in the local and national community. Given that the club went in administration as recently as 1998, the following part sheds light on the positive entanglement between CSR and corporate strategy at Falkirk FC. Specifically, it

considers different occasions when principles and notions underlying CSR were incorporated to critical managerial decisions, and provides understanding on the alignment between CSR and aspects of the overall strategic re-branding process of the club. Four key strategies used by Falkirk FC from 1998 until today are considered and linked to key CSR ideas. Understanding is additionally provided on the extent to which higher levels of CSR integration with corporate strategies have helped the club create implicit shared value and in turn realize strategic benefits.

(1) Recovering and Strengthening the Business: the Removal of Community and Commercial Tensions.

The role of CSR can be central to a football club when recovering from a damaging situation such as unsustainable financial debts from mismanagement, hooliganism incidents in its premises, and unethical practices (i.e. drug usage). CSR is a key tool to enhance the image of a club, create goodwill amongst its stakeholders, accompany other crisis management tactics, and distract attention from and potential criticisms by the media.

In the case of Falkirk FC, the work of CSR has proven particularly significant in this strategy as it helped the club remove commercial and community tensions as well as strengthen its business foundation. Here, the integration of CSR at Falkirk's management tactic is two-fold; on one hand is the economic responsibility of the organization as being a profitable unit in the community, and on the other hand is the legal responsibility of the club as being a fair and legitimate business that complies with regulations and standards posed by the law (the first two corporate responsibilities according to Carroll, 1979).

First, the economic responsibility of the club (with debts up to £1.5 million) emerged as the basis up to which all the foundation of Falkirk FC rests. This led the new administrators to immediately engage with the club's debtors, clearing all outstanding debts and repaying all capital debts. Secondly, the legal responsibility of the club was strengthened in an effort to attain compliance and ensure a license to operate. In that case, CSR initially worked as a cost cutting resource-based strategy aimed at reducing playing and business costs, and ensuring that the club operates according to legislations and the ethical duties amongst several competing businesses (e.g. SPL standards).

Progressively, the integration of CSR became even greater, if one considers the club's decision to commit all available capital from the sale of Brockville to the development of a new community stadium; a facility that is open from 2005 to everyone in the local community not only to the football affairs of Falkirk FC. On these grounds, the adoption of an ethical and legitimate posture helped Falkirk FC remove tensions that have been created between the club and its communities (including legal and social groups) mainly due to the mismanagement of its economic and social position during the decade of 1990s.

(2) Restructuring and Relocating the Organization: Local Authorities and Commercial Partnerships

The role of CSR is central to this strategy because CSR is a key tool for a football club to engage with stakeholders and achieve successful restructuring and relocation. For instance, local government can have a significant impact on a football club due to their role in issuing and enforcing the safety certificates, or even granting planning permission to relocate to a new stadium. Therefore it is important for a football club

to maintain strong relationships with their local community (Walters and Chadwick, 2009). In turn, many commercial organizations may view a football club as a potential partner through which they can develop their social profile and business agendas (Smith and Westerbeek, 2007).

In the context of Falkirk FC, two critical business decisions underlie the proneness of the club to undertake inclusive approaches of governance such as CSR, and further attract local authority and commercial partnerships. First, the decision and agreement of the club to relocate to a new community stadium shows the club's community posture. Not only it committed all available capital from the sale of Brockville to the new stadium's development but it also managed to raise £750,000 from directors and supporters through fundraising activities in securing its planning permission, consent and design work.

Today, although the facility is not fully built (with scope for further expansion), the Falkirk Community Stadium is one of the first of its kind in Scotland in terms of operational structure and governance model. It accommodates various organizations, not just Falkirk FC, from a learning centre to Falkirk Council, and has the infrastructure to draw local conferences, public events, and various sporting and cultural activities. In addition, the collaboration of Falkirk FC with Falkirk Council has gone even deeper with the two organizations now considering a number of options for the further development of the North and South stands, which together could provide 2,200 seats and bringing the total Stadium capacity to over 10,000. According to this plan, the hollow part of the stands would provide additional spaces for community events or even commercial partnerships.

Secondly but equally important, principles underlying CSR are obvious if one considers the decision of the club to restructure the shareholding of the company by

increasing individual supporter's share-ownership of the club in 2002. This was welcomed by the local community and Falkirk's fan base with the 'Bairns' Trust taking shape. Today, the 'Bairns' Trust is involved in numerous and varied CSR-initiatives by itself, and officially sponsors Falkirk's academies from 2010 onwards. This shows that CSR and stakeholder management go together and intrinsically fit to a community-based structure and governance model such as Falkirk's FC.

(3) Re-branding: Reputation Management and Brand Building through a Community Trust Model

CSR is a key tool for a football club to strengthen its profile and manage its reputation. The positive association between social initiatives and a football club ensures that the club benefits from publicity at both a local and national level (Walters and Chadwick, 2009). Also, the reconciliation of economic/commercial with social activities ensures that the club benefits from well-defined relations with authorities/regulators and the general public including the media.

In the case of Falkirk FC, the wide range of social initiatives undertaken by the club from 1998 until today provides good publicity, and notably benefits the reputation of the football club with local and national stakeholders. As an effect of CSR on its reputation management, the club has received recognition as being the first professional football club in Scotland to achieve the "Scottish Football Association Quality Mark Award", along with other prestigious awards such as the "Falkirk Herald Business Award 2010-Best in Business in the Community", the "Clydesdale Bank's SPL Best Community Initiative 07/08 Award", and the "Falkirk Community Business of the Year 07/08".

From a brand-building perspective, a football club's brand makes a strong statement about the position of the business in the market and provides a clear indication of the values, culture, and philosophy of the organization. In addition, this helps differentiate itself and its products from rivals. The role of a community department or a community Trust of a football club is central to this strategy, as this part of the club is constantly engaging with different groups from across communities, in different contexts, and at wide variety of events (Walters and Chadwick, 2009).

On these grounds, the transformation of Falkirk's community department (formed in 2002) into a new independent structure, the Falkirk Football Foundation (in 2010), underpins the development of the community brand identity of the football club. However, although the community Trust model of governance at Falkirk FC is a relatively recent CSR-related development, the club has a strong community ethos dating back many years with the role of FITC schemes. Thereafter, the strategic rebranding through a community Trust organization can be seen as a result of a long-term commitment to community engagement, not as a spontaneous explosion. Moreover, this demonstrates a commitment on the part of Falkirk FC to separate its social with commercial objectives, given that a community Trust has financial independence and is solely responsible for the development of CSR initiatives. In turn, this development allows the management of Falkirk FC to concentrate on the commercial and business operation of the club.

(4) Effective Product Management: CSR, Player Identification and Development

Although CSR is not directly connected to this strategy, it has an intrinsic link to effective product management. The core coaching work of the Falkirk FC Foundation links in with an advanced centre of excellence at Stirling University that the football

development department at Falkirk FC manages. The Foundation offers opportunities for talented children aged between seven and 13 to attend additional coaching sessions, and then recommend children to Falkirk's academy at Stirling University. This increases potential for player identification and further development.

At Falkirk FC the Foundation is also responsible for running training programs and coaching work in schools and after school, linking in with two additional advanced sessions, aimed at attracting young children with the possibility of progressing into the academy. Along with increasing participation in its streamlined pathway system, a big number of young players (from U17 and U19) have progressed to Falkirk's first team and subsequently gained full-time professional contracts with the club.

7.4 IMPLICATIONS OF STUDY

This study examined how the integration of CSR with other corporate/business strategies can deliver a number of strategic benefits for a football club. It presented qualitative case study research undertaken at Falkirk FC, and identified a variety of context-specific parameters that have influenced the business and social development of the club over the years. The case study research found that when CSR principles and function are aligned with a club's mission and strategies, they can create implicit shared value. The findings propose that the higher the level of CSR integration with other strategies the greater the potential of benefiting strategically; however, there are a number of different ways and levels in which principles and ideas underlying CSR can be integrated with the overall corporate strategy, and this needs managerial attention.

In addition, the integrative approach to CSR identified at Falkirk FC recommends numerous strategic benefits for community-based football clubs. These benefits can both enhance corporate and social attributes of the club, and include the removal of commercial and community tensions especially when a club experiences issues that may become catalysts for disconnection with society; the development of local authority and commercial partnerships as a tool to adopt a more sustainable business set up and successfully relocate to a new stadium or community; the management of reputation and brand through development of structures that respond directly to community issues; and the identification and development of players through well-structured pathway collaborative systems between the club and its Trust.

There are three theoretical contemplations to be considered as far as the strategic benefits of integrating CSR in football clubs are regarded. First, consistently with previous research (Walters and Chadwick, 2009), our case study found that CSR can play a pivotal role in removing community and commercial tensions. Not only can a commercial organization enhance its profile through positive association with a football club, but also a football club can generate more goodwill amongst its fan for itself. Thus the ability of CSR in removing tensions should be seen from a prismatic angle, given its ability to generate positive associations for all organizations involved under/within its sphere. This means that other organizations with troubling public profiles, such as the Police or the Army, can benefit by an association with a football club in that they can draw initiatives in the local community using the club's brand as a vehicle.

Second, Falkirk's case signifies the willingness on the part of a football organization to engage with local issues and pursue collaborative decisions-making. The development of partnerships between the club and local authorities depicts that

CSR can foster more productive and mutually beneficial relationships, based on the principles of collaboration, transparency, open dialogue and regular communication. In addition, it can help facilitate partnerships with commercial organizations, with the football club being the focal point or the hub where a range of different agendas can be brought together.

The third implication is related to stakeholder management. The case of Falkirk FC sought to signal for more intensive stakeholder management through social initiatives, especially in the event of financial crises, when disconnection with society is apparent, and when the way a club operates becomes a cause for scrutiny. Our findings are consistent with previous research on relocation, CSR and stakeholder management (Walters, 2001), emphasizing that the CSR strategy implemented by Falkirk FC, while clearly demonstrates evidence of stakeholder engagement, do as well further extend the importance of providing opportunities for stakeholder participation and involvement in the decision-making processes.

7.4.1 Future Research Paths

Three key areas of further research are recommended. First, there is a lack of evidence that considers the extent to which the community Trust model of governance impacts positively on the overall integration of CSR with football corporate governance, or on the overall financial performance of a football club. Given that a community trust is financially independent from a football club, there should be no real reason why the implementation of this model should add on the overall integration and development of CSR in professional football. However, despite a number of clubs having converted their community department/scheme to a community Trust model, qualitative

evidence that cover grey grounds of such outsourcing are still needed to enhance potential for more sophisticated, integrated and responsive CSR.

Second, the case of Falkirk shows that inclusive governance models that underlie CSR ideas can be successful. Giving voice to fans and enlarging their involvement in the club's business decisions, Falkirk FC managed to turn its investor-ownership model to a more community-ownership model stabilizing its financial and social position. Therefore, it is timelier than ever to provide tangible evidence as to illustrate whether alternative models of corporate governance, such as the community-ownership model (full or partial) can enable a club to be financially sound in the medium/long term without affecting expectations on the pitch. Research is also needed to evaluate whether or not CSR can be helpful in such development, and the extent to which a CSR-led all-inclusive model of governance could potentially meet fans' expectations and in turn satisfy their need for more involvement.

A third key area for future research could examine whether it is feasible for two or more professional football organizations to implement a cross-club joint Community Trust organisation to deliver CSR activities as part of the clubs' social commitment. This raises a number of issues relating to the governance of the Trust, whether it would have the same reputation and significance that a community Trust has through the associations with a particular football club, and therefore whether there is a limitation, geographically or socially-constructed, on the extent to which cross-club joint social efforts can or can not co-exist within a highly competitive marketplace such as professional football.

7.4.2 Limitations of Case Study

This case study research is limited in the following two ways. First, while researching Falkirk FC helps to understand more of the role of CSR integration with other football strategies in a professional club organization, it leaves open how CSR integration may occur in different football clubs with different corporate agendas and strategic scopes. Given that the integration of CSR is a rather context-specific issue based on the nature, size, economic situation and strategies of a football club at a particular time or situation, there is a limitation in terms of the generalizability of our case study results. This has been frequently raised as a problem of designs that adopt a particular angle (unit) of analysis, but it is used here as it is necessary to examine how CSR integrates with other strategies within a particular club organization before focusing on similarities and differences of CSR integration in other clubs, from the same or other national contexts.

Lastly but equally important, while Falkirk FC illustrates a best case example of how a small-scale community-based football club can integrate CSR principles and notions and in turn benefit strategically, the current design would have delivered more reliability and validity inference, if only could have had examined and compared Falkirk FC with other similar professional football clubs. Given the nature of Falkirk FC as being embedded into the community with strong business and social affairs, a comparison with a club not so well-developed in terms of social relationships could have provided better insights in terms of CSR integration. It is hoped that future research can adopt aspects of CSR integration identified by this case study, and develop them further in other football club settings. By doing so future research can identify a range of football-related strategies that require or could be enhanced through incorporation of CSR principles and functions.

CHAPTER 8

DISCUSSION AND CONCLUSIONS

Currently in the literature there is a dearth of work on the socially responsible actions of professional sport team/club organizations. As such, this thesis was developed in part to address this void, and mark the beginning of a new research agenda into this emerging construct – particularly in terms of how professional football club organizations perceive, communicate, develop and integrate CSR into their strategies.

This chapter revisits the conceptual base and methodological approach of the thesis, and provides a discussion and interpretation of its findings. It synthesizes results from three complementary studies conducted to complete this inquiry, and offers insights on how CSR evolves and may develop further in the future within the professional industry of football and across its club members. It is presented in five sections: (1) the conceptual base and aims of the thesis, (2) summary of findings, (3) theoretical implications for scholars, (4) generic managerial implications for

practitioners, and (5) future research paths. The final parts draw timely and reasoned conclusions about questions left unanswered in the untapped territory of CSR and professional football club organizations.

8.1 CONCEPTUAL BASIS AND AIMS OF THESIS

Despite the well-accepted belief that football clubs can play a significant role in the development of business and social outcomes, several conceptual issues remain unresolved. A public debate between the role of football clubs as profit-maximizing corporations and as utility-maximizing social and cultural institutions is gaining momentum both nationally and globally, with football organizations being constantly in the public eye. Within this highly institutionalized and increasingly shifting socio-political environment, the relevance of CSR for professional football club organizations is growing in significance, based on the conception that football clubs hold a rather peculiar stakeholder-oriented nature and scope in society.

The purpose of this thesis was to analyze corporate and social responsibility on the part of these peculiar organizations, along with its implications for football club corporate governance, in an effort to address the matter of CSR from an organizational and marketing perspective. Recognizing that specific football markets (leagues) and football clubs residing within those markets may have unique social responsibilities attributed to them, this thesis was not limited to one market or one football club organization. Rather, it examined CSR perceptions and activities associated with an overall 38 professional football club organizations as a starting point from which knowledge about the concept's definition and development can be extracted in a cross-national, national (league) and organizational perspective.

Although CSR practice and research is in its infancy, a developmental and practical logic to understand how CSR unfolds within peculiar business organizations such as football clubs is still missing. This thesis contributes on that matter offering a conceptual intersection between practical and theoretical elements of CSR in professional football. Integrating aspects of the construct with current developments across the football business territory, it determines key managerial aspects of CSR in football club organizations including its communication (i.e. issues, channels and strategies), development (i.e. drivers, barriers, implications, and phases of development) and integration with other corporate strategies (i.e. levels, adjustments, and benefits). In addition, it underlines that the concept emerges as a complex creative dynamic process during which moderating effects from (1) international pressures (i.e. governance bodies interventions and mandatory requirements, emerging social problems in the global community, the global appeal and influence of the game along with its high media profile), (2) national business system and institutional framework characteristics (i.e. league initiatives, legislations, public and media support) and (3) organizational culture parameters (i.e. size and economic ability, governance model, overall community identity and stakeholder traits) should not be neglected by managers and scholars.

8.2 SUMMARY OF FINDINGS

While much of the previous research on CSR focuses on either brand-level corporate associations or consumer-based evaluations, this study took an alternative club-based approach. It adopted a variety of research techniques (e.g. content analysis, interviews, manifold sources of disclosure data, personal observations) and levels of analysis (e.g. international, national, organizational), investigating three important

CSR topics (CSR communication, CSR development and CSR integration with football club corporate governance) that integrate the sport management and marketing literature with the CSR construct.

The first study considered how 25 of the wealthiest football clubs address their social responsibilities, providing answers on three key research questions; (1) what kind of CSR-related issues do football clubs address with stakeholders?, (2) how do they communicate their efforts?, and (3) what strategies are followed and how do these differ across clubs and national spaces? This study identified numerous prevalent issues for CSR communication including community football, charity, mission and codes of conduct, social inclusion, education, health, disability football, promotion of sports (non-football), environmental sustainability, and arts and culture. Traditional (i.e. TV, radio press releases, and newsletter) and new media (Website, privately owned TV channels, YouTube Channels, Social networking sites, fan fora) were identified as prominent channels for such communication. In addition, this study sought to determine that strategies for CSR communication develop organically, evolve dynamically and remain context-specific, while football clubs adopt a mixture of explicit and implicit communications often influenced by the context in which they operate.

Following outcomes of the first international study, a second study was conducted aimed at considering how professional football clubs from the same national/ league context address and develop their CSR initiatives. This study answered three key research questions using 12 professional clubs participating in the Scottish Premier League (SPL); (1) what kind of drivers do clubs identify as reasons to adopt CSR?, (2) are there internal or external barriers to such development?, and (3) can developmental phases be identified during this process? Social, legal,

institutional and internal drivers were identified as motivations for football clubs to engage in CSR activity, whereas inadequate funding, planning, auditing, enlargement, and leadership emerged as barriers that limit the development of the concept. In addition, this national study sought to determine several developmental overlapping phases/stages during CSR's organic evolution within football clubs; a fact that shows a national and organizational dynamism as far as CSR development is regarded. These phases include volunteerism, legalisation, socialization, corporatization, separation (outsourcing) and integration.

Triggered by the above findings, a third research study was undertaken aimed at providing understanding on organizational parameters that may moderate CSR's integration with other corporate and governance tactics in football clubs. It answered two complementary key research questions; (1) how is CSR integrated with other corporate and operational strategies?, and (2) what kind of business and social strategic benefits can accrue by more sophisticated and responsive CSR? The in-depth case study of Falkirk FC determined the importance of CSR in the event of dislocation with community and relocation in a brand new stadium. It found that when principles underlying the concept of CSR are aligned to other corporate strategies and football practices, strategic benefits occur such as the removal of community and commercial tensions, enhanced brand associations, increased reputation, and partnerships generation and attraction. Due to its nature, CSR fits and integrates with a variety of football strategies ranging from football and grassroots development plans, to marketing / PR communications (cause-related marketing, media relations and reputation/brand management) and other major or minor operational functions (from Health and Safety to fans and stakeholder management); thus should not be seen as separate from other corporate activities. Revisiting and synthesizing the key

findings of this thesis, several conclusions can be drawn in terms of CSR communication, development and strategic integration within professional football club organizations.

CSR Communication

- (1) While the popularity and global reach of sport ensure that sport CSR has mass media distribution and communication power (Smith and Westerbeek, 2007), so does football-related CSR.
- (2) Football-related CSR communications not only have youth appeal but also, if attached to a football club's brand identity, infrastructure, business capabilities and strategies, can appeal to multiple linguistic contexts including traditional and emerging markets, direct and latent support, and social and business networks.
- (3) Football clubs use 'customised to football needs' CSR communications when it comes to issue selection, often aimed at not only creating stakeholder goodwill but also tackling a range of hazardous issues that could potentially be catalysts for criticisms.
- (4) If a professional football club wants to harness the tension that the conflict between its business and societal role creates, it should not think of CSR communications separately from its other marketing communications.
- (5) The relevance of CSR in the industry and the opportunities for football clubs to engage in more intense communication of social messaging should be seen sceptically, in that greater popularity and global reach may also lead to greater attention on illegitimate actions and thus CSR-related boomerang effect. Consistency in the long run is thus crucial.

CSR Development

1. Football-related CSR is currently in a state of transformation as far as models, structures, drivers and barriers are regarded. The national context within which a club resides should not be neglected. Several developmental stages can be drawn, with certain football clubs setting the scene in the territory and other following mimetically.
2. CSR is closely linked to the leadership and governance model of a football club. Community-based ownership models may be more relevant and efficient, in that they provide a greater platform in which all-inclusive management approaches such as CSR can flourish.
3. Not only is CSR a relevant tool to deliver positive social outcomes in a local, national and international level (health impact, physical exercise, social interaction, cultural understanding) but it is also an appropriate management tactic to progressively create a context in which a football club organization can strengthen its stakeholder embeddedness and legitimacy.

CSR Strategic Integration

1. CSR should be seen as a continuous exercise of stakeholder management, including external and internal stakeholders. More sophisticated, integrative and consistent CSR methodologies can overcome internal and external barriers being posed from these stakeholders.
2. Football clubs have qualities, capabilities and resources (i.e. communication power, youth appeal, inherent social values such as physical activity and education, role modelling and star players, stadia and infrastructure to accommodate a big number of fan needs, political power and resources such

as players passion, media access and profile), that if attached to its CSR program and strategy, can improve its efficiency and reach of influence.

3. CSR goes beyond and above marketing communications. It should be thought of as an umbrella concept, as sound management and central organization, with its strings attached to all business and social operations of a football club.
4. On one hand, this umbrella can be used to cover up corporate irresponsibility and the public rain of criticism that comes alongside commercial and social growth. In addition, when the social context in which a club operates is favourably disposed to CSR initiatives, the umbrella can be used as collector of public goodwill, and the positives that this produces.

Findings of this thesis depict that CSR is still a debatable and in some cases misconceived concept. At one side of the debate are those who agree that CSR glosses over the conflicts that often arise over tricky business-related issues like climate change, human rights, and marketing practices. It is thus mostly a defensive mechanism for business, government, NGOs, and others to tackle complex issues in a collaborative way, and create a space for collaborative solutions and “soft law” rules where none exist. According to this line of thought, engaging in CSR activity is nothing more than a reaction to public and institutional demands, irrelevant at its best and “dangerous” at its worst (Frankental, 2001) .

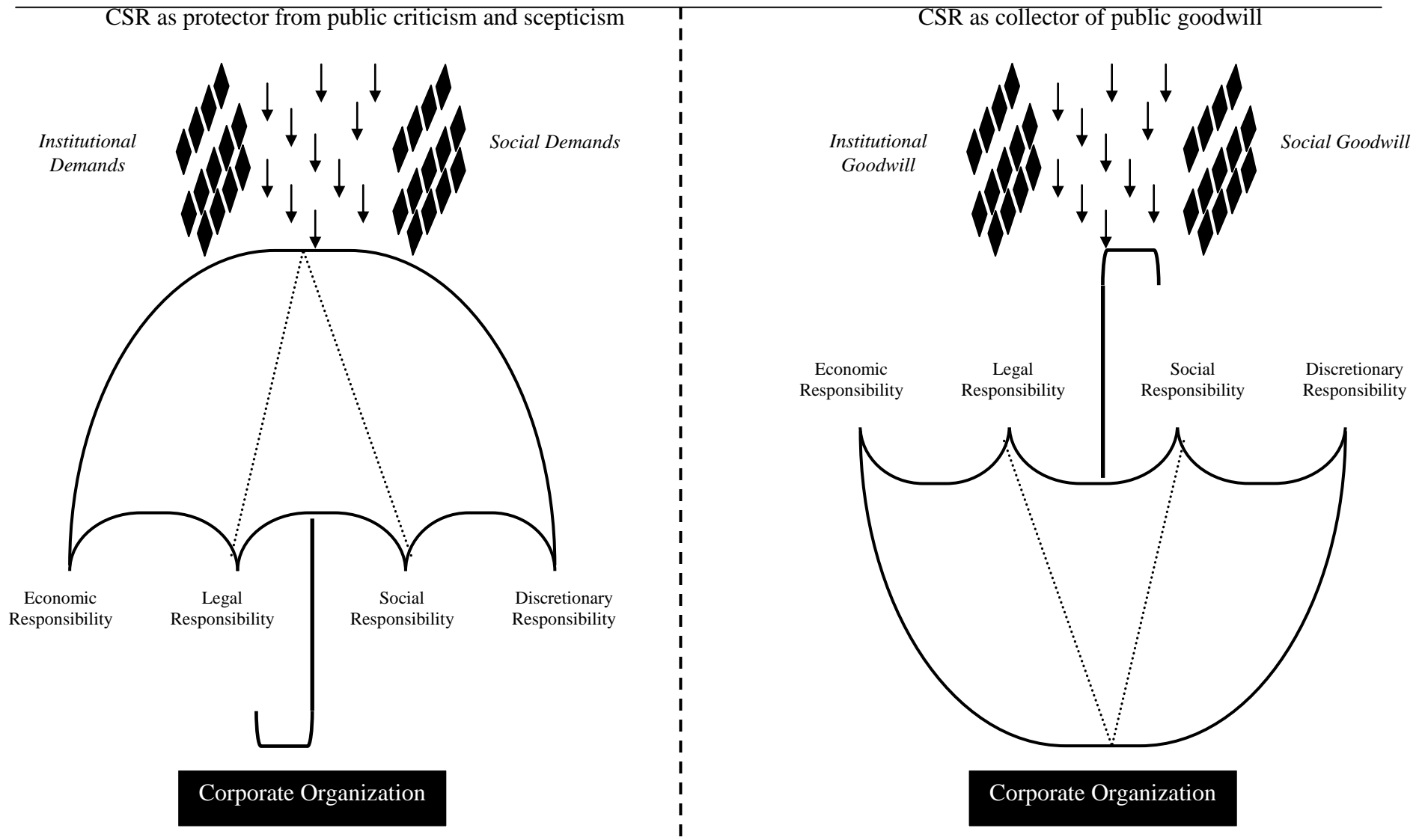
However, this is but one side of the coin. Findings of this research also agree with those who suggest that CSR goes beyond and above window-dressing, PR and marketing. When properly integrated with other strategies, it can provide a source for competitive advantage. This competitive advantage is created on the basis of

increased public goodwill, governmental support and consumer reactions (Broomhill, 2007).

Figure 8.1 illustrates a conceptual model that brings together the two different views of the modern CSR debate. The model theorises CSR as being a legally, socially and organizationally constructed umbrella positioned over the corporate organization. This umbrella framework consists of economic, social, ethical and discretionary corporate responsibilities (Carroll, 1979); all of which are interrelated and intersectional to each other and should not be thought of as separate. On one hand (left hand side of the model), CSR is seen as an umbrella protection to cover up corporate irresponsibility, window-dress illegitimate actions, and distract public attention from sensitive business issues. At this level, CSR takes the form of PR in the event of public criticism and scepticism, aimed at creating a communication 'halo' or safety net over the reputation and image of an organization.

However, more collaborative, planned, participative and long-term involvement to CSR activity can turn the umbrella model upside down and provide a strategic toolkit to the organization (right hand side of the model). At this conceptual level, CSR is not only able to safeguard the brand name of an organization but it can also help gather public goodwill and the goods that this provides. CSR is seen as a collector of public support, or a battery where public benevolence can be stored and reused for future purposes. Public goodwill occurs in the form of increased governmental funding for delivering social initiatives, stronger and more meaningful engagement with commercial and social partners, greater attention by media, improved image and reputation, enhanced consumer reactions, and more sophisticated stakeholder and relationships management of both internal and external constituencies.

FIGURE 8.1 CORPORATE & SOCIAL RESPONSIBILITY (CSR): TURNING THE UMBRELLA CONCEPT UPSIDE DOWN



8.3 THEORETICAL IMPLICATIONS

For academics, the research approach and findings of this thesis contribute towards understanding the underlying dynamics and role CSR plays in professional football club management. This thesis offers CSR ‘sense-making’ from an organizational point of view. As noted, CSR research has just begun to tap into the sport management discourse in general and football club corporate governance in particular, and this thesis is notable for several reasons.

First, there is a theoretical contemplation to be made that goes beyond football organizations and expands into the general area of management studies. While the intellectual debate on the role of CSR for business is growing, this thesis provides middle ground and an alternative way to deal with the two sides of the CSR coin. The ‘umbrella model’ presented in the previous section illustrates the strategic intersection of marketing, PR, CSR and corporate strategy. Turning the CSR umbrella upside down is not an easy task and requires both managerial attention and future research. Findings as obtained by professional football club organizations point out the importance of CSR communication, CSR development, and CSR integration with other strategies as being critical areas that require further attention, especially in professional sporting contexts. Having made this remark, research not only should apply and develop further the ‘umbrella’ model in other less socially sensitive business sectors but also account for the actions needed on the part of corporate organizations (i.e. communication strategy, development strategy, integration strategy) as to firstly develop a solid CSR umbrella and then turn this umbrella into a battery for storing the strategic benefits CSR provides.

Secondly, a theoretical contemplation is related to the way CSR is communicated. While academia debates whether and why organizations communicate

their good deeds and if traditional marketing tools are appropriate in such process (Mohr et al, 2001; Schlegelmilch and Pollach, 2005; Van de Ven, 2008), findings of this thesis suggest that football club organizations have progressed on this matter, often identifying a number of reasons to communicate their good deeds. Football clubs communicate various social issues through traditional and new media channels; issues that go beyond and above typical CSR expectations commonly addressed in other business sectors. In addition, despite the fact that previous research proposes that business organizations generally engage in either explicit or implicit CSR communications (Tixier, 2003; Matten and Moon, 2007), this research points out that strict cultural dichotomies on CSR communication may not be applicable in the football context. Football clubs do not firmly limit their efforts in either discrete or explicit communications. In contrast, they ebb and flow between these fundamental approaches, most often influenced by situational/social parameters resting in their overall organizational and national business system.

Thirdly, while scholars debate upon how CSR develops within an organization (Mirvis and Googins, 2006; Van Merrewijk and Wempe, 2003; Smith and Swanson, 1999), and what designs and structures could ensure success during this process (Russo and Tencati, 2009; Lindgreen et al, 2009; Heslin and Ochoa, 2008;), this thesis offers understanding on practical aspects –barriers, drivers and phases – that occur when CSR unfolds within a football club. Here, a key theoretical contribution lies in establishing CSR as a developmental dynamic learning process – not a static one-off activity – during which club organizations constantly reconsider aspects of their organizational culture and structure that may limit their ability on CSR development. CSR emerges as a continuous exercise where a football club constantly evaluates the shifting parameters of its external environment and gradually changes from within,

either structurally or perceptually, in order to internalize CSR values in a stage by stage process. These findings are consistent with previous research on CSR development in organizations (Maon et al, 2010; Jones et al, 2007) and reinforce the contention that internal support should be provided when developing CSR strategies. Empowering CSR from within, not only in terms of human, financial and technological resources, but also in terms of managerial coordination, internal communication and leadership is crucial if a club organization wants to progress to more sophisticated and integrative CSR levels.

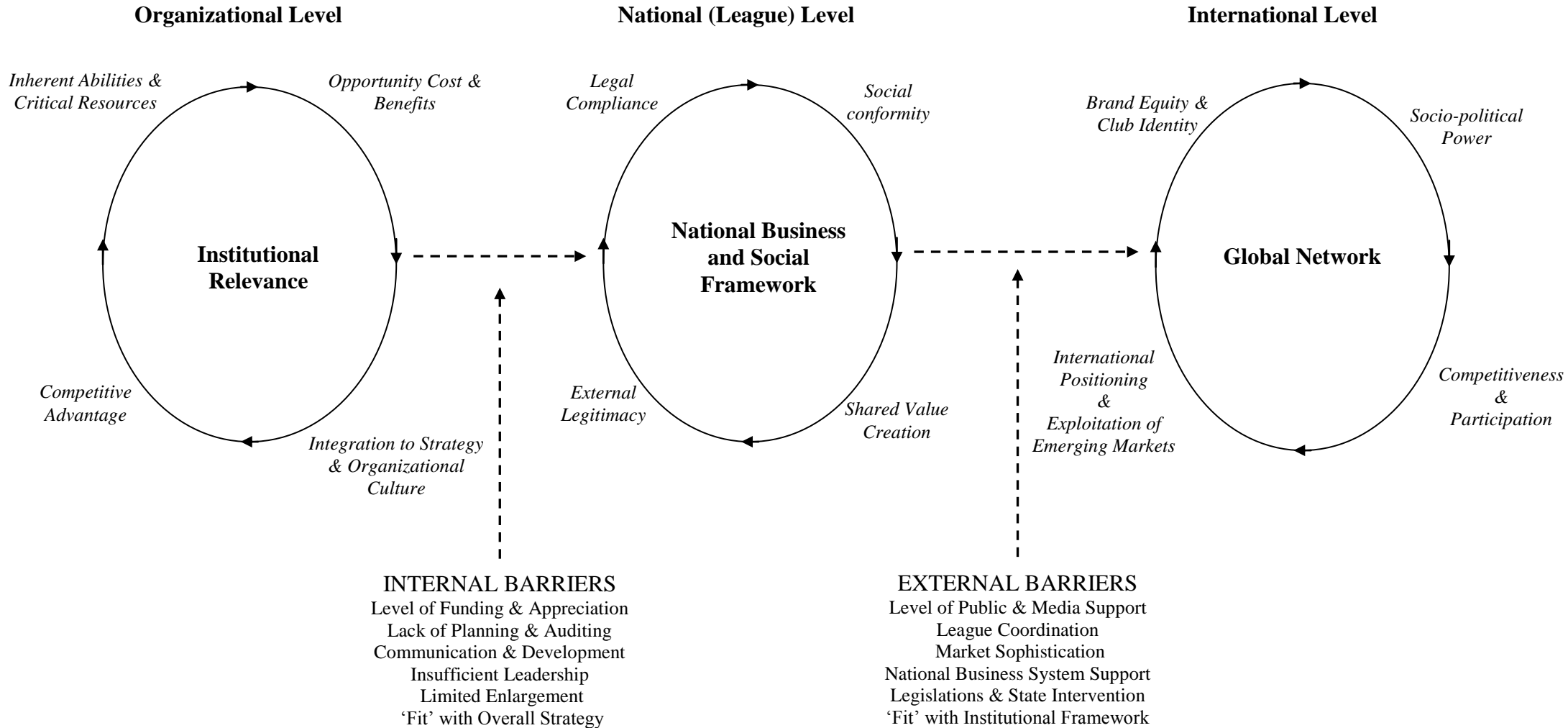
Fourthly, academia points out the need for positive entanglement between CSR and other corporate strategies if an organization wants to strategically benefit in terms of enhanced brand image, strengthened corporate reputation, increased sales, and solidification of customer loyalty (Porter and Kramer, 2006; Argenti and Druckenmiller, 2004; McWilliams and Siegel, 2001; Lewis, 2001). Findings of this thesis extend this line of thought establishing fertile ground in which research on CSR integration with other football-related strategies can flourish. Here, a contribution lies in the following remarks. CSR evolves from a solely marketing / PR tactic into a more coherent integrative and strategic plan, encompassing corporate, business and operational concerns. As such, the higher the integration of CSR-related principles with other strategies, the greater the potential for a football club to benefit in a strategic level; and the lower the possibility to experience reputational ‘boomerang’ effects in the event of irresponsibility. This means that CSR is not only able to generate goodwill, but it can also fill in the reputational ‘reservoir’ for future use. Consistent with previous research on CSR’s strategic importance (Walters and Chadwick, 2009; Breitbarth and Harris, 2008), not only can CSR play a pivotal role in removing community and commercial tensions, but it is also an effective tool for

brand management and when a club seeks to recover its credibility or change its image.

Fifth and finally, all the above theoretical implications signal the need for a club-based model and logic that could align the theoretical construct with current CSR developments in football club organizations. While industry-specific models have appeared (see value model of Breitbarth and Harris, 2008), a club-based model that could determine actual similarities and differences across clubs from different football markets, and at the same time, account for both internal (organizational) and external (environmental) parameters and factors of CSR in football club organizations is still missing. Such a conceptualization is set at chapter 3, reinforced and enriched by outcomes of this three levels study, and presented in a conceptual schema. Figure 8.2 brings together theoretical, empirical and practical aspects of CSR in football clubs, clearly allocating three distinct areas that enhance knowledge on the construct and require future research attention: CSR as strategic management with organizational relevance and internal appropriateness, CSR as socio-political contract agreed within a national business system and league, and CSR as international business development with competitive advantages.

From an inside-out strategic (integration) management perspective, football clubs are seen as organizations holding rare and inimitable resources on their organizational disposal (i.e. communication power, youth appeal, inherent social values such as physical activity and education, role modelling, star players, stadia and infrastructure to accommodate a big number of fan needs, political power). They share tangible and intangible qualities that are relevant to social strategies, and when strategically attached to a coherent CSR orientation, can provide a cost-efficient way to deliver CSR initiatives across both wide audiences and targeted stakeholders.

FIGURE 8.2 A FOOTBALL CLUB-BASED LOGIC AND MODEL: ORGANIZATIONAL, NATIONAL AND INTERNATIONAL OPPORTUNITIES AND BARRIERS



However, such institutional relevance materializes to increasing strategic benefits only when the concept shifts from being in the periphery of business activity –often seen as shareholder donations or fan voluntarism – into becoming the integral backbone of a football club’s governance and culture.

On the other hand, given that the relevance and influence of CSR often goes beyond and above the organizational sphere of football management, the national context in which a football club resides, assigns its responsibilities and drafts fans from should not be forgotten. From a national business system perspective, not only can CSR help a club legalize and legitimize its actions across legal, business and social frameworks, but it can also create implicit shared value and strong relationships across all organizations involved in its course of activity (CSR network). This notion reinforces previous research propositions (Breitbarth and Harris, 2008; Walters and Chadwick, 2009) on the strategic importance of CSR in professional football. It supports that CSR can foster financial, humanitarian, cultural, and reassurance values through win-win scenarios; values that are created on the basis of social and business interaction and mutually benefit all CSR-related stakeholders.

However, while more and more football club organizations are becoming global brands expanding their commercial and social agendas out with their national borders, their corporate and social responsibilities should be thought through the prism of globalization. While the notion of ‘community’ becomes greater not only for football organizations but also for several business institutions of social life, so does pressures towards football clubs to include broader international concerns into their business management. Adopting an international posture towards social issues can boost a club’s political power, range of influence, and overall competitiveness across diverse linguistic contexts, interpretative frameworks, social and football markets.

Internationalizing CSR can generate brand goodwill across audiences that have not been previously addressed or marketed by football clubs, distinguishing one club from another within the global fan and non-fan base.

Crucially for sports and football management, one of the key contributions of Figure 8.2 is the identification and determination of internal and external CSR-related barriers. If a football club organization wants to progress across the three distinct areas presented in the model (organizational, national and international), it has to overcome certain internal and external barriers posed to its CSR journey. Such barriers are organizationally, socially and legally constructed and thus change from time to time, moderating the evolution of CSR within professional football club organizations. The ‘barriers’ of CSR is a theoretical parameter that has been particularly disregarded by previous research, and this thesis points out its relevance for future scholarly work.

8.4 GENERIC MANAGERIAL IMPLICATIONS

From the results of the current investigation several notable implications for practitioners emerge. First, although CSR is often seen as a matter embedded in a national context in which a club resides and drafts fans from, there are signs that further international progress in terms of how the concept evolves and develops is being made. CSR will sooner or later move beyond borders and cultures and influence not only the national but also the international business of football clubs. So far, as there is no international ‘CSR market’ – not yet one could argue – the practice of CSR remains dynamic, diverse and context-specific. Social, economic, organizational, cultural and political environments seem to be affecting the way football clubs engage in CSR activities. The phenomenon thus most commonly occurs as an organizational

matter embedded within an overall national business system and mode towards CSR; often encompassing issues like legislations, league co-ordination, control mechanisms, public, media and fan support. As such CSR takes different forms and meanings.

However, this thesis identifies a number of uniform CSR-related practices across football clubs in an international level. It argues that there is momentum pushing the concept to move above borders and cultures and in turn standardize its nature and practices. This shift to standardization is timely and reasoned if one considers (1) the current globalized nature of the game itself (which accommodates multiple linguistic contexts as its language and logic works within various interpretive frameworks), and (2) the inherent ability of football club organizations to create social, humanitarian, cultural, normative and regulative values (reflecting notions and meanings that go beyond and above gender, race, and nationality). Hence, this line of thought signifies that CSR has not yet reached its full potential in a global socio-economic marketplace, in which it intrinsically fits. A framework of common social and corporate responsibilities for football clubs could provide a different platform for coordination and control – a ‘Social Fair Play’ code – and accompany the recent Financial Fair Play regulation posed to professional football clubs. In pursuit of such ‘Social Fair Play’, coordination between global football governing bodies (FIFA and UEFA), national football leagues and football clubs that set the scene in the CSR territory is required. Such collective social bargaining should not neglect the differences across varied national football contexts. In turn, it could differentiate football as a business from its competing sports; in that it will be the first professional sport to coordinate its social profile, actions and position in a global cross-national level.

Secondly, a different practical implication is related exclusively to the issue of CSR communication and the way CSR is marketed across football stakeholders. The diversity of issues, channels and strategies for CSR communication identified by this research show that football clubs are involved in a modernization process, with principles of the concept being active on many fronts, and becoming essential non-product dimensions of football clubs. This shift to modernization includes the application of not only traditional marketing tools but also direct marketing strategies, relationships marketing tools, and new media technology. Although 'hot' football-related CSR issues exist, issue selection and positioning is critical for administrators as negative press lays in wait. As such, while there are many strategies for distributing information about CSR, the following suggestions for managers of football clubs have been gleaned from the results of this study.

Not only should football clubs incorporate information on CSR and other social messaging in fan-club communicational channels, such as the official website, newsletters, fan fora and social networking websites, to help spread the word about the club's social efforts, but also they should provide opportunities for stakeholder participation (most often fan participation) and involvement in the agenda-setting and decision-making processes. Enlarging the network in which CSR is apprehended and defined can only be helpful for managers, in that CSR messages can be streamlined and focused to these populations most impacted by the social advertising. Particular attention is also needed on the selection of the medium that CSR messaging is conveyed and delivered, in that different channels attract different stakeholders. The combination of issues with channels for CSR communication can provide a platform where segmentation can be achieved, with messages being designed, targeted and positioned in accordance to the needs of particular stakeholder groups, and not to the

general public in an abstract level. Given that the motives for engaging in CSR are sometimes questioned, it becomes of increasing importance to communicate not only the initiatives but also the motives and outcomes of such initiatives.

A last practical implication is related to the different ways CSR is developed and institutionalised. Managers in football should pay particular attention in the way they re-structure and develop further their CSR-related engagement. Although findings indicate that outsourcing of CSR from the core club organization into a Trust model can be beneficial, in that it provides greater accessibility to public, governmental and commercial funds, such business change (outsourcing) should be thoughtfully planned so as to avoid two dangerous pitfalls; (1) the creation of CSR-related grey areas between the core football club organization and its independent CSR delivery agency, and (2) the disintegration and misalignment between the overall football club strategy and its CSR strategy.

From a different perspective, if one considers CSR as a map of crucial stakeholder relationships, findings of this thesis provide a 'blueprint/ map' to such line of thought. Practitioners can draw on a variety of approaches in order to establish or strengthen already-existing links with critical stakeholders in different levels. On these philosophical grounds, CSR can be translated into: (1) 'Club – Society Relationships', where a club addresses a variety of emerging societal issues within or without its immediate sphere of operation; (2) 'Club – System Relationships', where a club establishes relationships with its national business system, including public agencies, commercial organizations, regulative bodies and the State; (3) 'Club – Supporters Relationships', where a club establishes paths of dialogue and participation for its immediate stakeholders including sponsors and fans; and (4) 'Club-Structure

Relationships', where a club purposefully designs or redesigns its organizational culture and governance model in line to its CSR strategy and specific goals.

8.5 FUTURE RESEARCH

While some ideas for future research have been suggested throughout this thesis, there are several paths that could advance understanding with regards to CSR in sports. Some of these future directions are particularly noteworthy. First, as the conceptual and practical understanding of strategic management is developing through CSR, scholars can draw on the methodological design constructed and adopted throughout this thesis, and use it in different professional sporting contexts. Moving from international to national and organizational settings when investigating the phenomenon of CSR provides particular advantages, and in turn may help in defining how the concept evolves across different sporting contexts, and the extent to which certain sports could be more efficient (CSR-wise) in certain cultures.

Secondly, future research may seek to fully understand the moderating parameters that influence the success and benefits of CSR initiatives in sports. This type of research can adopt various perspectives. For example, it can examine how certain individuals involved in a club organization or sport (i.e. players, employees, fans, or even sponsors) perceive CSR initiatives, and the extent to which different levels of identification or involvement with a club or sport may influence attitudes and behaviours towards CSR. Other scholars can focus on defining environmental and internal parameters that may moderate CSR's success from an organizational perspective, whereas a another stream of research can examine the link between individual athletes' charities and club Trusts, the link between club Foundations with league Foundations, or even the link between a sport Trust and a private Trust.

Third and finally, one important avenue could be to explore whether CSR (development, communication and integration) is becoming global or whether certain sport team/club organizations are ‘prisoners’ of their environment. Such forward-looking research can shape the professional sport industry in general and individual sport sectors in particular in how they might contemplate their role and place in society, emphasizing the increasing international importance of CSR. Not only can it deepen understanding of CSR as a universal business, marketing and social plan, but it can also strengthen the notion that sports are a global and unique vehicle to deliver social values and achieve social change.

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APPENDIX A
INTRODUCTORY LETTER TO FOOTBALL CLUBS

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www.management.stir.ac.uk
22 September 2010

[Date]
[Team]
[Address]

Dear Sir/Madam

My name is Dimitrios Kolyperas; I am a PhD candidate in the department of Marketing at Stirling University. I am writing to ask about the potential of conducting my doctoral thesis research in [Team].

I would like to kindly ask you for permission to interview some of your managers. Specifically, my research will gather information regarding the corporate and social responsibility of your organization. I am aware that your organization's social and community initiatives, and as such, I would like to exchange my professional research services for the opportunity to gather the data that will complete my doctoral thesis.

This research is completely confidential, both for the managers who participate as well as for your organization. Although this project has the potential for being published, anonymity will be ensured.

I sincerely hope that you will have some interest in this project. I will plan to call you in the next couple of weeks to speak to you about this proposal.

Sincerely,

Dimitrios Kolyperas
Ph.D Candidate
University of Stirling

APPENDIX B
LETTER OF INTENT

Business & Marketing Division
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22 September 2010

[Date]
[Team]
[Address]

Dear Sir/Madam

This is to introduce a highly qualified individual with experience in the fields of Sports Marketing and Social Responsibility (CSR) of professional sporting organizations. Mr. Dimitrios Kolyperas has been engaged with the departments of Marketing and Sport Studies to conduct his doctoral thesis, undertaking a series of cases studies related to his area of expertise.

This letter is directed to the [Team / Organization], its leaders and administrative staff. We ask you to give your time, experience and patience to our interviewer. Your cooperation is most essential if the case study is to successfully develop ideas and recommendations, which can support and enhance the concept of CSR in [Team / Organization].

On behalf of Stirling University and members of the Management School, I wish to express our gratitude for your assistance. Any information provided to our researcher will remain strictly anonymous and confidential.

Again, thank you very much.

Yours faithfully

LEIGH SPARKS

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APPENDIX C
CASE STUDY PROTOCOL - SPL FOOTBALL CLUBS

Case Study Protocol- SPL

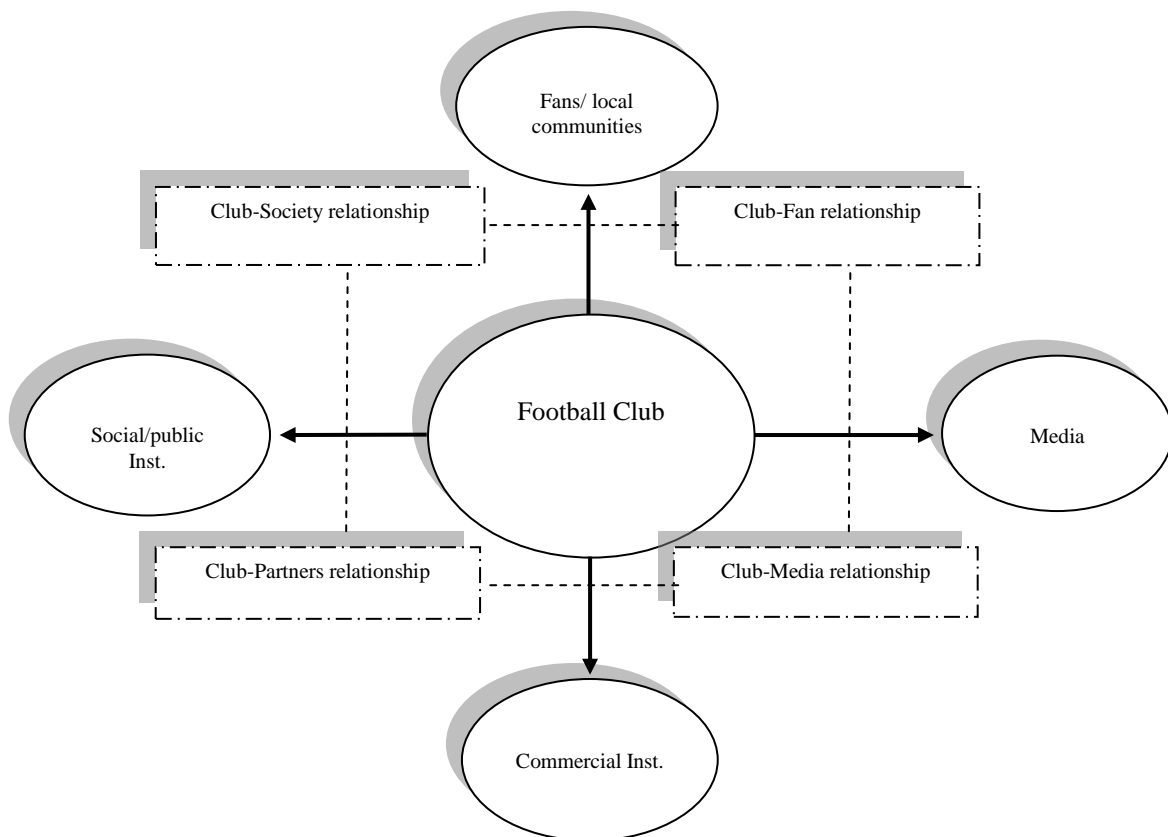
Central Research questions

- (1) What kind of drivers of change do you identify as reasons to adopt CSR in [Team / Football Club]?
- (2) How has CSR being developed within your football club?
- (3) Were there any internal or external barriers to the development of CSR in your football club?

Research Paths

- (4) Path1: Issues of CSR communication. What kind of social initiatives do you communicate with your stakeholders? Why these issues?
- (5)
- (6) Path 2: Channels of CSR Communication: How do you communicate your CSR-related efforts?
- (7)
- (8) Path 3: CSR strategies: How do you develop your CSR-related efforts? Has this changed over the years? Are there intentions for further development of CSR and if there are what are they?

Theoretical Framework and National Business System Logic



APPENDIX D
INTERVIEWS PLAN – SPL FOOTBALL CLUBS

FOOTBALL CLUB	INTERVIEWEE	TYPE OF COMMUNICATION	DATE
Aberdeen	Community Manager	In person	17/11/2010
Celtic	CEO of Foundation	Telephone/ Skype	20/01/2011
Dundee United	Head of PR department & Fan's Liaison Manager	In person	19/11/ 2010
Hamilton Academical	Community Coach	In person	16/12/2010
St. Johnston	Academy Director	In Person	1/11/2010
Heart of Midlothian	Head of Corporate Social Responsibility	In Person	13/01/2011
Hibernian		<i>Access was denied</i>	
Kilmarnock	Community Manager	In Person	20/01/2011
Inverness CT		<i>Access was denied</i>	
Motherwell	Head of Adult and Learning Centre	In Person	07/02/2011
Rangers	Associate Director Rangers Foundation	Telephone/ Skype	09/02/2011
St. Mirren	Community Coach	In Person	22/11/2010

APPENDIX E
CASE STUDY PROTOCOL- FALKIRK FC

Case Study Protocol- Falkirk FC

Central Research questions

(1) How is CSR integrated with other corporate strategies? What strategies?

(2) What does such integration entail?

(3) What kind of benefits has the club experienced due to CSR initiatives?

Complementary question:

- What kind of drivers of change do you identify as reasons to adopt CSR in [Team / Football Club]?
- How has CSR being developed within your football club?
- Were there any internal or external barriers to the development of CSR in your football club?

Research Paths

Path1: Issues of CSR communication. What kind of social initiatives do you communicate with your stakeholders? Why these issues? Channels of CSR Communication: How do you communicate your CSR-related efforts?

Path 2: CSR strategies: How do you develop your CSR-related efforts? Has this changed over the years? Are there intentions for further development of CSR and if there are what are they?

Path 3: How has the club evolved over the years? How did the club manage to recover from administration in 1998? What were the strategies? How does CSR integrate to these strategies?

APPENDIX F
INTERVIEWS PLAN – FALKIRK FC

INTERVIEWEE	TYPE OF COMMUNICATION	FIRST INTERVIEW DATE	FOLLOW-UP INTERVIEW DATE
Chief Executive of Falkirk FC	In person	11/2009	09/2011
Chief Executive of Falkirk FC Community Foundation	Telephone	10/2011	-
Head of Health and Safety	In person	05/2010	09/2010
Head of Football Development	In person	05/2010	-
Head of Community Coaching	In person	01/2009	05/2010
Head of Learning and Education (Learning Centre)	In person	10/2010	-
'Bairns' Trust Representative	Telephone	10/2010	-
Alternate Director & Fans' Liaison Manager	In person	10/2010	-