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Corporate Social Responsibility: A Study of Striking Corporate Social Responsibility Practices in Sport Management

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Abstract

Corporate social responsibility (CSR) has become an important area for organizations and for the managers that work within them and it has subsequently become more apparent within the sport industry where CSR is now an important area of focus for sport related bodies. Aim of this paper is to define the concept of corporate social responsibility, its importance in sport and to conceptualize its value based on some striking case studies carried out successfully by sport related bodies. Documentary research method was used in this study as a data collection method. Further, some striking case studies of CSR carried out successfully by sport related bodies were examined to represent applicability of CSR in sport management. Because of the important role, impact and visibility of sport in society and the ability for sport to address social issues, there is a close integration between CSR and sport. It can be said that CSR is an important aspect that is highly relevant for different sport related bodies and a number of different types of CSR behavior within sport can be ranged. For instance, in this presented paper, some detailed case studies were explored such as sport governing bodies like FIFA, professional sport leagues like NBA, professional sport clubs like FC BARCELONA, individual athletes like FREDERICK OUMAR KANOUTE and sporting goods businesses like ADIDAS engaging in different forms of CSR activities to address social concerns. These sport related bodies use their unique position to help people based on their ethical and philanthropic responsibilities and they can provide some benefits through their CSR approach.

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1. Introduction

Corporate social responsibility (CSR) – undertaking business in an ethical way in order to achieve sustainable development, not only in economic terms, but also in the social and environmental sphere – has become increasingly important in today’s business world. There is, however, less clarity about what ‘corporate social responsibility’ actually means (Hennigfeld et al., 2006).

Many years ago, corporations were ‘only’ expected by societies to provide goods and services, provide employment, pay corporate taxes, maximize the wealth of the providers of capital and conform to the basic rules of society (Idowu and Filho, 2009).

Nowadays society has changed fundamentally: local has become global, and what was closed is now open. Everything and everybody is interconnected and interlinked. Classical societal concepts no longer seem to suit the needs and problems facing society. As a result, more and more demands are being placed on the possible role and responsibilities of organizations. Organizations are not only held responsible for delivering high-quality and high-end products and services, they are also expected to meet the needs of internal and external stakeholders as well as to ensure that any negative social, environmental impact is reduced to a minimum (Jonker and Witte, 2006). An organization that fails to demonstrate responsibility in its actions, may not survive beyond the short term (Idowu and Filho, 2009) because irresponsible behavior is punished immediately by dramatic drops in share values or sales (Keinert, 2008).

CSR has become increasingly significant for a wide range of organizations and for the managers that work within them (Tacon and Walters, 2010). In earlier times managers, in most cases, had only to concern themselves with the economic results of their decisions (Anderson, 1989). In the past its established mantra was: ‘the only business of business is to do business’ (Jonker and Witte, 2006). Today managers must also consider and weigh the legal, ethical, moral, and social impact and repercussions of each of their decisions (Anderson, 1989).

Sport have the power to unify people beyond cultural, social, ethic and religious barriers and sport industry has definitely become one of the new players of modern national and international markets (Cappato and Pennazio, 2006). CSR is now a strategically important area of focus for sport related bodies (sport federations, sport leagues, sport clubs, individual athletes and sporting goods businesses) but has rarely been evaluated and explored in the sport management research arena. Sport organizations and sport managers need to be aware of developments about CSR and its strategic importance in sport just as corporate managers in other industries.

Hence, this paper aims to explain the concept of corporate social responsibility, its importance in sport and conceptualize its value based on case studies of important sport related bodies. We hope that this paper contributes to filling a gap in the sport management literature and puts forward useful examples for sport related bodies to manage and implement CSR activities.

2. Defining of Corporate Social Responsibility (CSR)

Superficially stated, corporate social responsibility (CSR), as a definitional construct, aims at describing the relationship between business and the larger society surrounding it, and at redefining the role and obligations of private business within that society (Keinert, 2008).

Bowen, often regarded as a pioneering advocate of corporate social responsibility, suggested that CSR refers to “... the obligations of businessmen to pursue those policies, to make those decisions, or to follow

those lines of action which are desirable in terms of the objectives and values of the society” (Kashyap, 2004).

The management professor Archie Carroll, one of the most longstanding and authoritative voice about CSR, suggests that the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Hennigfeld et al., 2006).

The European Commission defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is about enterprises deciding to go beyond minimum legal requirements and obligations stemming from collective agreements in order to address societal needs (www.ec.europa.eu).

Another important definition of CSR is the one by the World Business Council for Sustainable Development, which is as follows: continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large (www.wbcsd.org).

In a general defining, CSR is defined as the ways in which a business seeks to align its values and behavior with those of its various stakeholders. The various groups affected by the actions of an organization are called “stakeholders” and the stakeholders of a business include the employees, customers, suppliers, governments, interest groups (such as environmental groups) (Mallin, 2009), competitors, partners, communities, owners, investors (Visser et al., 2007) and wider societal interests on whom the operations of the business may have an impact (Mallin, 2009).

3. An Overview over the Some Theories on Corporate Social Responsibility

3.1. Shareholder theory: Friedman

According to this neo-classical point of view, private business exists for delivering products and services to society, and thus for creating (economic) value, and thereby generating profits for its owners. The managers are in power to maximize these revenues for the shareholders, bound through the employment contract as agents for the owners of the firm, the principals (Keinert, 2008).

According to Milton Friedman, the “pioneer” of the Shareholder theory, “the social responsibility of business is to increase its profits” (Frey, and Cruz-Cruz, 2009) Corporations have no obligation to support social causes beyond that mandated by law. Their task is to use their resources and engage in activities designed to increase their profits so long as they stay within the rules of the game, which is to say, engage in open and free competition, maximize profit for the company without deception or fraud (Coelho et al., 2003; Frey, and Cruz-Cruz, 2009). Managers, as the paid employees of corporations, shall not under any circumstances act as “protectors of public interest” or of society at large, this must remain the responsibility of the state alone (Keinert, 2008).

3.2. Stakeholder theory: Freeman

Stakeholders can be defined as social groups that “affect or are affected by a firm’s actions”, have an “interest, right, claim or ownership in an organization”, or a “stake” in the firm (Keinert, 2008). Stakeholder theory requires that the corporation recognize and respect the vital interests of each of its

surrounding stakeholders. This frequently issues in proposing stakeholder rights and assigning to others correlative duties to recognize and respect these rights (Frey, and Cruz-Cruz, 2009).

The “pioneer” of stakeholder theory, R. Edward Freeman, states that not only the needs of shareholders, but also of other groups concerned by corporate activity, so-called “stakeholders”, are to be met, or at least considered, by the corporation (Keinert, 2008). Advocates of the stakeholder approach generally maintain that, while the interests of shareholders should not be ignored, they are just one of many stakeholders; it is the common good of all stakeholders that is the hallmark of corporate social responsibility (Coelho et al., 2003).

3.3. The pyramid of corporate social responsibility: Carroll

Perhaps the most famous (Meehan et al., 2006), perhaps still the most widely accepted (Galbreath, 2009) and perhaps the most valuable theory (Keinert, 2008) concerning the actual content of corporate social responsibility is Carroll’s four-part pyramid of CSR. Carroll regards CSR as a multi-layered concept and presents different responsibilities as consecutive layers within a pyramid (Hennigfeld et al., 2006). This pyramid was framed to embrace the entire spectrum of society’s expectations of business responsibilities and define them in terms of categories (Geva, 2008).

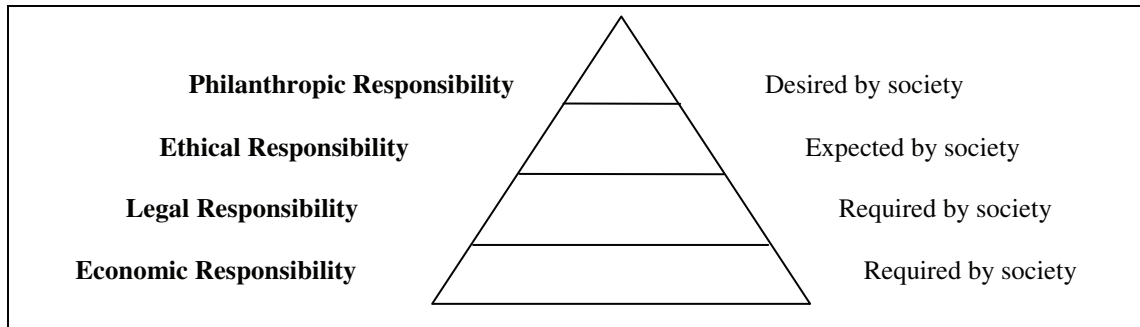


Fig 1. Carroll’s Four-Part Pyramid of Corporate Social Responsibility (Hennigfeld et al., 2006).

According to this pyramid (Figure 1), four kinds of social responsibilities constitute total CSR (Geva, 2008).

3.3.1. Economic responsibility

This first layer of CSR is the basis for all the subsequent responsibilities (Hennigfeld et al., 2006). Historically, business organizations were created as economic entities designed to provide goods and services to societal members. Their principal role was to produce goods and services that consumers needed and wanted and to make an acceptable profit in the process (Carroll, 1991). Economic responsibility is the most fundamental because “all other business responsibilities are predicated upon the economic responsibility of the firm (Geva, 2008).

3.3.2. Legal responsibility

Businesses are expected to pursue their economic missions within the framework of law, thus legal responsibility is depicted as the second layer of the pyramid (Carroll, 1991, Geva, 2008). Society has not only sanctioned business to operate according to the profit motive, at the same time business is expected

to comply with laws and regulations as the ground rules under which business must operate (Carroll, 1991). The legal responsibility of corporations demands that businesses abide by the law and ‘play by the rules of the game’. As with economic responsibilities, Carroll (1991) suggests that the satisfaction of legal responsibilities is required of all corporations seeking to be socially responsible (Hennigfeld et al., 2006).

3.3.3. Ethical responsibility

Ethical responsibility is defined in terms of “those activities or practices that are expected or prohibited by society members even though they are not codified into law” (Geva, 2008). It embodies those standards, norms or expectations that reflect a concern for what consumers, employees, shareholders and the community regard as fair, just or in keeping with the respect or protection of stakeholders’ moral rights (Carroll, 1991). These responsibilities oblige corporations to do what is right, just and fair even when they are not compelled to do so by the legal framework.

3.3.4. Philanthropic responsibility

Lastly, at the tip of the pyramid, the fourth level of CSR looks at the philanthropic responsibilities of corporations. The Greek word ‘philanthropy’ means ‘the love of the fellow human’ (Hennigfeld et al., 2006) and is commonly believed to be a desire to help humankind through acts of charity, whether done by private citizens, foundations, or corporation (Carroll, 1998). By using this idea in a business context, the model includes all those issues that are within the corporation’s discretion to improve the quality of life of employees, local communities and ultimately society in general (Hennigfeld et al., 2006). This aspect of CSR addresses a great variety of issues, including matters such as charitable donations, the building of recreation facilities for employees and their families, support for local schools, or sponsoring of art and sport events (Hennigfeld et al., 2006).

4. Corporate Social Responsibility in Sport and its Strategic Importance

Corporate social responsibility (CSR) has become increasingly significant for a wide range of organizations and for the managers that work within them. This is particularly true in the sport industry (Tacon and Walters, 2010) where CSR is now an important area of focus for sport related bodies. Because of the unique role of sport in society and an increased recognition of the ability for sport to address social issues, there is a close integration between CSR and sport (Walters, 2009). Smith and Westerbeek present seven features to use sport as a vehicle for deploying CSR (Walters, 2009). These features are as follows:

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

Generally it can be said that the relationship between sport and CSR has two key features. First, CSR through sport is the applications of -not related to sport- commercial organizations to link with customers through sport and to enhance profile, reputation and improved public perception of the brand can lead

ultimately improved financial performance. According to Walker et al., (2010) CSR can affect consumers' attitudes towards an organization and is regarded as a driver for reputation-building and fostering sustained consumer patronage.

The second one, the subject of this paper, CSR in the sport aims at describing the relationship between sport related bodies and stakeholders in larger society surrounding it and at defining the role and obligations of sport related bodies within that society.

CSR in the sport can be defined as the ways in which a sport related body seeks to align its values and behavior with those of its various stakeholders. The various groups affected by the actions of a sport related body are called "stakeholders" and these stakeholders can include the owners, investors, shareholders, employees, players, agencies, spectators, fans, other clubs, rivals, community, public, commercial partners, media, broadcasters, governments, national sport management bodies, international sport management bodies, sport equipment industry and wider societal interests on whom the operations of a sport related body may have an impact.

It can be argued that CSR is an important aspect that is highly relevant for different sport related bodies and a number of different types of CSR behavior within sport can be ranged. For instance, governing bodies like sport federations can implement CSR initiatives, professional sport leagues can increasingly implement league-wide programs to address social concerns, professional sport clubs can engage in different forms of CSR activities, individual athletes can set up charitable foundations and sporting goods businesses can make a contribution towards CSR (Walters, 2009).

Protecting and maintaining corporate reputation, competitor differentiation, fan loyalty development, competitive advantage, improved financial performance (Tacon and Walters, 2010), recognition, a better image, improved relations with community, greater feasibility and performing philanthropic behavior are some of the benefits that different types of sport related bodies can realize through a strategic CSR approach.

5. Methods

Documentary research method was used in this study as a data collection method. This research method refers to the analysis of documents that contain information about the phenomenon we wish to study (Mogalakwe, 2006) and it involves the use of texts and documents as source materials: government publications, newspapers, certificates, census publications, novels, film and video, paintings, personal photographs, diaries and innumerable other written, visual and pictorial sources in paper or electronic form (Scott, 2006). Further, using case study method, some striking case studies of CSR carried out successfully by sport related bodies were examined to represent implications about applicability of CSR in sport management.

6. Case Studies

6.1. Case study 1: Football for hope

6.1.1. Federation Internationale De Football Association (FIFA)

Federation Internationale de Football Association (FIFA) was founded in Paris in May 1904. It is the world football's governing body and as such is responsible for many aspects of the game, ranging from publishing the Laws of the Game to organizing major international tournaments like the FIFA World

Cup. In 2005 world football's governing body was one of the first sport federations to create an internal corporate social responsibility (CSR) department to manage the organization's duties towards people and society (www.fifa.com).

6.1.2. Streetfootballworld

Streetfootballworld is a social profit organization that links relevant actors in the field of Development through Football. It was established in 2002 and it encourages global partnerships for development in order to contribute to positive social change (www.streetfootballworld.org). A powerful tool for social change, football is being used by around the world Streetfootballworld to promote issues such as children's rights and education, social integration, environmental protection, health and peacebuilding (www.streetfootballworld.org).

6.1.3. Football for hope movement

In 2005, FIFA and Streetfootballworld have established Football for Hope Movement as a global movement that uses the power of football to achieve sustainable social development. It is a key element of the strategic alliance between FIFA and Streetfootballworld and created to enhance dialogue and collaboration between football associations, committed clubs and players, professional leagues and involved commercial partners as well as local organizations advancing social development (www.fifa.com).

Football for Hope supports programs all over the world that combine football and social development. This includes funding and equipment, as well as projects that offer training, capacity building and know-how exchange on topics such as monitoring and evaluation, curriculum development and communication. Each year, Football for Hope supports many new programs that specifically address social challenges in local communities. Since its inception, Football for Hope has supported more than 100 programs in over 50 countries (www.fifa.com).

As part of the Football for Hope movement led by FIFA and streetfootballworld, it was aimed to create 20 Football for Hope Centers to promote public health, education and football in disadvantaged communities across African continent. Each centre will include a mini-pitch, classrooms and healthcare facilities, providing young people a place to play as well as giving them access to counseling, health and educational services. The centers will be managed by established and recognized non-profitmaking organizations that use the power of football to promote positive social change in their communities and are implementing partners of the Football for Hope Movement (www.fifa.com). Four centers have opened in South Africa, Mali, Kenya and Namibia. Six more centers are under development. All 20 Football for Hope Centers will be completed in 2012 (www.streetfootballworld.org).

6.2. Case study 2: NBA cares program

6.2.1. The National Basketball Association (NBA)

The National Basketball Association (NBA), founded in 1946, is a global sport and entertainment property that features 30 teams in the United States and Canada (www.nba.com). NBA is the most important basketball league around the world and it is where the top basketball players of the history have played (www.thebasketballworld.com).

The NBA league wants to be the world's most successful and respected sport league is guided by the commitment to growing the game of basketball worldwide and demonstrating leadership in social responsibility. It is dedicated to demonstrating leadership in social responsibility, using the popularity and visibility of its teams, players and the league to effect positive change around the world. NBA teams and players understand the responsibility they have to giving back to the communities that support them, and they do so through a diverse array of outreach programs and events. Further, through its league, players and teams, it encourages people to donate to the cause through a variety of different ways: online donations, fund-raising events at the NBA Store, activities at arenas, national spokespersons and more (www.unfoundation.org).

6.2.2. NBA cares program

NBA Cares is the league's social responsibility program that builds on the NBA's long tradition of addressing important social issues in the United States and around the world (www.unfoundation.org). It works with internationally recognized youth-serving programs that support education, youth and family development, and health-related causes (www.nba.com).

According to the program, NBA teams participate individually in various programs aim to encourage young people to develop a life-long love of reading. The NBA Family participates in read-alouds and other shared reading at schools, libraries, community-based organizations, and more. Further, NBA Cares is dedicated to providing places where kids and families can live, learn or play. NBA players serve as role models in the areas of sport, fitness, and nutrition, so encouraging children and their parents to make healthy lifestyle choices is paramount. The game of basketball is used as a tool to teach values such as sportmanship, respect, teamwork, and more. Also, NBA Cares stresses the importance of making healthy choices and working towards living well. These efforts include raising awareness about HIV/AIDS and malaria, encouraging exercise and fitness, and providing necessary resources to young people and families in need (www.nba.com).

In October 2005, NBA Cares set forth goals to be achieved by 2010, with the league, players and teams to contribute \$100 million for charity, donate more than 1 million hours of hands-on volunteer service to communities around the world, and build more than 250 places where kids and families can live, learn and play (www.unfoundation.org). Since October 2005 when NBA Cares was launched, the league, players and teams have raised more than \$145 million for charity, provided more than 1.4 million hours of hands-on service, and built more than 525 places where kids and families can live, learn or play in communities around the world (www.nba.com).

6.3. Case study 3: Barcelona's humanitarian message

6.3.1. Football Club Barcelona

Football Club Barcelona often known simply as Barcelona and Barca, is a Spanish professional football club, based in Barcelona, Spain. The club was founded in 1899 and plays in La Liga (www.fcbarcelona.com). FC Barcelona is one of the most successful club in Spanish football in terms of overall trophies, having won La Liga titles, Spanish Cups, Spanish Super Cups, and League Cups. It is also one of most successful club in the World, having won official trophies in international arena.

Since its foundation, FC Barcelona has had an extensive philanthropic history. It has committed itself to social, cultural, educational and humanitarian activities in Catalonia and has expanded internationally during the last few years under the motto, 'More than a club' (www.fcbarcelona.com).

6.3.2. *United Nations Children's Fund (UNICEF)*

United Nations Children's Fund (UNICEF) was created by the United Nations General Assembly on December 11, 1946, to provide emergency food and healthcare to children in countries that had been devastated by World War II. In 1953, UNICEF became a permanent part of the United Nations System and its name was shortened from the original United Nations International Children's Emergency Fund. UNICEF was created with the purpose to overcome the obstacles that poverty, violence, disease and discrimination place in a child's path, in other words, it was dedicated to improving the life of every child (www.unicef.org).

UNICEF has been the world's leader for children, working on the ground in 156 countries and territories to help children survive and thrive, from early childhood through adolescence. The world's largest provider of vaccines for developing countries, UNICEF supports child health and nutrition, good water and sanitation, quality basic education for all boys and girls, and the protection of children from violence, exploitation, and AIDS. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations and governments (www.unicef.org).

6.3.3. *Agreement to publicize UNICEF*

Barcelona was alone among the top clubs in the world in spurning lucrative offers to sell advertising space on its shirts (www.nytimes.com). In a world where clubs were selling even stadium names to the highest bidder (Emirates Stadium, Reebok Stadium, etc.) Barcelona had repeatedly declined offers to sell advertising space on the front of their shirts (www.fcbarcelona.com).

On 7 September 2006, a five-year collaborative agreement with UNICEF was signed by Barcelona president Joan Laporta at the United Nations headquarters in New York. According to this agreement, FC Barcelona would wear the UNICEF logo on the front of their shirts, which will be the first time a football club sponsored an organization rather than the other way around and rather than charging UNICEF for the privilege, Barca would donate €1.5 million to UNICEF humanitarian projects over the next five years. It was also the first time in FC Barcelona's history that they have had another organization's name across the front of their shirts (www.fcbarcelona.com, www.unicef.org).

Barca's message is that Barcelona is more than a club, and a new global hope for vulnerable children. The agreement was a humanitarian message and represented the identity of the club (www.nytimes.com). This commitment to UNICEF and the "putting world's children first" reinforced FC Barcelona's motto, 'More Than a Club'.

6.4. *Case study 4: Kanoute and Mali Children's Village*

6.4.1. *Frederic Oumar Kanoute*

Frederic Oumar Kanoute was born 2 September 1977 in Saunte Les Lyon. He is a French-born Malian footballer who currently plays for Sevilla FC in the Spanish La Liga (www.sevillafc.es). Frederic Oumar Kanoute played for major club teams in France, England and Spain. He played for Lyon (France) 1997-2000; West Ham (England) 2000-2003; Tottenham Hotspur (England) 2003-2005. He has been playing for Sevilla FC (Spain) since 2005 and he is widely considered as one of the most important players in the world of football. On 2 February 2008, Kanoute was named the 2007 African Footballer of the Year and

he was the first foreign-born player to win this award. Kanoute is also a winner of UEFA Cup 2006 and 2007, European Supercup 2006 and King's Cup 2007 and 2010. (www.kanoute.com).

6.4.2. Kanoute Foundation

Frederic Oumar Kanoute is an avid supporter of many humanitarian causes. He established the Kanoute Foundation to help alleviate poverty and provide education. The foundation has branches in France, Spain and Mali and is involved in charity fundraising in aid of vulnerable and disadvantaged children in Africa and Asia (www.kanoute.com).

The aim of this foundation is to promote education and alleviate poverty through projects which create jobs and opportunities, and give breadwinners the dignity of earning a living and not rely on handouts. Although the primary focus of this foundation is development projects in Africa and Asia, it also supports emergency and disaster relief work through local partner organizations (www.kanoutefoundation.com).

6.4.3. Mali Children's Village

Republic of Mali is a country is located in the western region of the African continent. It is a vast landlocked country with a relatively limited natural resource and human capital base, and a highly dispersed population. It is also located in a region threatened by drought and desertification (web.worldbank.org). Mali is one of the poorest countries in the world. It faces numerous health challenges related to poverty, malnutrition, and inadequate hygiene and sanitation (lcweb2.loc.gov).

Frederic Oumar Kanoute Foundation launched to establish the 'Mali Children's Village' in 2006 and opened its this flagship project in 2010. The Mali Children's Village was a project to care for orphans in a family environment. This Children's Village brings together various services in a project to care for the needs of orphaned and vulnerable children. The core project consists of a housing complex, a health centre, and an education and training centre. In the Village, the children are housed in family-style accommodation with foster parents, who are their primary carers. The village, when fully completed, will cater for all the needs of the children, including facilities for sport and recreation. Primarily to cater for the basic health needs of the Village children and staff, the Health Centre will also be open to the local community. The school in Education and Training Centre will provide the children's basic primary and secondary education. It will also be open to children from neighboring areas, to help integrate them into mainstream society. The training centre will provide vocational skills to equip the children for life after the children's village (www.kanoutefoundation.com).

6.5. Case study 5: Adi Dassler Fund and Red Ball Campaign

6.5.1. The Adi Dassler Fund

The Adidas Group is a truly global business in the sporting goods industry and sells products in virtually every country around the world. Over the years, Adidas has built up a well-deserved reputation for its active role in global responsibility events. In particular, the company has established the Adi Dassler Fund to focus and structure all its responsibility projects on a global level and to facilitate better employee participation (www.adidas-group.com).

The Adi Dassler Fund is a non-profit organization which receives funding from the Adidas brand. It makes financial and product donations, and employees also volunteer their time to support projects that use sport to help young people. The Adidas Brand and its employees around the world give financial

assistance to The Adi Dassler Fund, to support organizations that connect children with coaches and programs to teach life values in addition to sport (www.adidas-group.com).

6.5.2. *Right To Play*

Right To Play is the leading international humanitarian and development organization using the transformative power of sport and play to build essential skills in children and thereby drive social change in communities affected by war, poverty and disease. Right To Play creates a safe place for children to learn and fosters the hope that is essential for children to envision and realize a better future. It uses sport and play programs to promote opportunities for development, teach life skills and health education and build stronger, more peaceful communities (www.righttoplay.com).

6.5.3. *Zinedine Zidane*

Zinedine Yazid Zidane, born 23 June 1972 in France, is a retired French football player. He is widely considered as one of the greatest players in the history of football. Zidane was the captain of the French national team and played for major club teams in France, Italy and Spain. He was the iconic figure of a generation of French players that won the 1998 World Cup and 2000 European Championship. At club level Zidane won the La Liga and the UEFA Champions League with Real Madrid, two Serie A league championships with Juventus, and an Intercontinental Cup, and a UEFA Super Cup each with both aforementioned sides (www.1zidane.com). He retired from professional football after the 2006 World Cup. Zidane has made a huge impact since his retirement after the 2006 World Cup. He plays in and organizes many charity events, which support causes such as AIDS research, education, and housing for the poor. Also, he has been known to inspire other soccer players to use their celebrity to draw attention to good causes (www.soccernumber10.com).

6.5.4. *Red Ball Campaign*

In 2007, The Adi Dassler Fund and Right To Play have developed the "Red Ball Campaign" and made a four-year commitment to fund Right To Play programs in Asia and around the world. Then they asked international football star Zinedine Zidane to join as a key driver of this project around the globe.

The centerpiece of the project is the Right To Play symbol, "a red ball". Right To Play has been using the red ball to represent its organization and as a symbol for change through sport since 2002. Together with Adidas and Right To Play has re-designed the ball and Adidas supplied 100,000 full-sized footballs for use in the more than 20 countries where Right To Play has programs. Right To Play's motto, written on the red ball, "Look After Yourself, Look After One Another" provides a simple, powerful and effective message of its aims. These Red Balls were sold in Adidas stores and online, and Adidas donated 100 per cent of the proceeds from the sale of every Red Ball to Right To Play to use in its programs (www.righttoplay.com). This program provided financial supports and products to Right To Play programs around the world. It also raised awareness of the program's cause and showed the power that sport can have on changing the lives of children (www.csrpedia.com).

7. Conclusion

Corporate social responsibility (CSR) has become an important area for organizations and for the managers that work within them and it has subsequently become more apparent within the sport industry where CSR is now an important area of focus for sport related bodies. As a conclusion, this paper reveals

that corporate social responsibility (CSR) and its role in sport and conceptualizes its value based on case studies of important sport related bodies.

According to the case studies in this paper, it can be seen that, sport related bodies use their unique position to help people based on their ethical and philanthropic responsibilities. These bodies address issues including assisting vulnerable, disadvantaged or underprivileged children, giving back to the communities where they were raised. They establish partnerships with non-profit organizations and fundraise to highlight the social impact that sport can have on issues such as peace promotion, anti-discrimination, social integration, education, housing, poverty, malnutrition, health-related causes. They also encourages people to donate to these programs through a variety of different ways and these efforts generate awareness and raise funds for important social issues, providing opportunities for a better life in communities worldwide.

Sport organizations have mass media distribution and communication power and youth appeal (Tacon and Walters, 2010). Because of this important role, impact and visibility of sport in society, CSR can address social issues more effectively. Besides, CSR in sport can play very important role in influencing stakeholder attitudes and buying behavior, so, sport related bodies can benefit through their CSR approach such as protecting and maintaining their corporate reputation, competitor differentiation, fan loyalty development, competitive advantage, improved financial performance, recognition, a better image, improved relations with community, greater feasibility and performing ethical or philanthropic behavior.

Finally, it can be said that there is a close and strong integration between CSR and sport. Nevertheless, there is still little guidance how sport related bodies can implement and manage CSR activities. There must be further researches and academic analysis about the role of sport and social responsibility. We hope that this paper puts forward useful examples for sport related bodies to manage and implement CSR activities and contributes to sport management literature.

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