



Introduction to CSR



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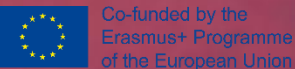


What is Corporate Social Responsibility?

Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.

CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives (“Triple-Bottom-Line- Approach”), while at the same time addressing the expectations of shareholders and stakeholders. In this sense it is important to draw a distinction between CSR, which can be a strategic business management concept, and charity, sponsorships or philanthropy.

Source: [UNIDO](#)





In the period from 1980–2003, 37 definitions of CSR were presented

CSR refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of our society. (Bowen, 1953)

According to Drucker (1984), proper 'social responsibility' of business is to tame the dragon, that is to turn a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth

Carrol's pyramid of CSR presents widely cited definition of CSR

CSR encompasses the economic, legal, ethical, and philanthropic responsibility that an organization has toward society at a particular point in time. (Carrol, 1991)

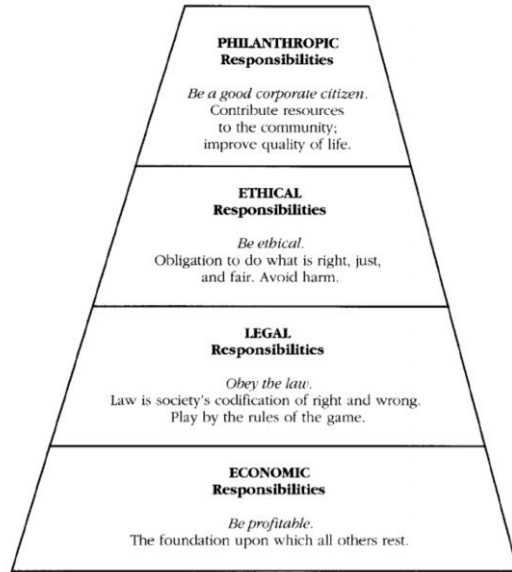


Figure: Carroll's pyramid of CSR, Carroll (1991)

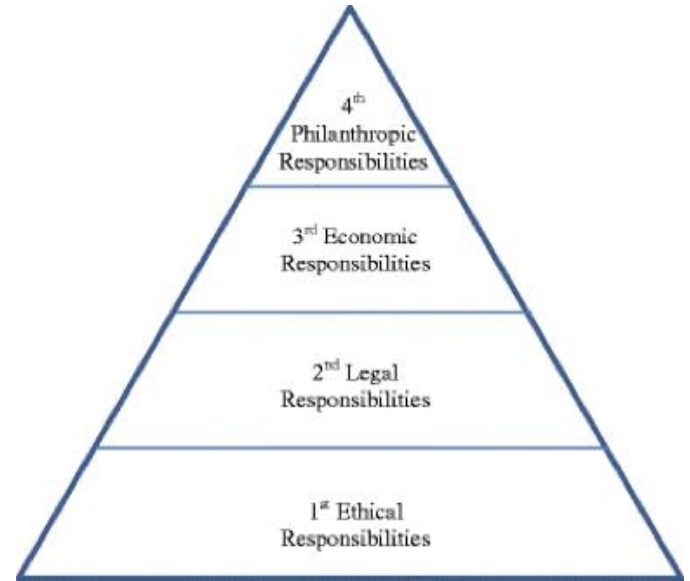


Figure: A reconstruction of Carroll's pyramid of CSR for the 21st century, Baden (2016)



Three key pillars of Corporate Social Responsibility are:

Economic

Environmental

Social



Economic

To be sustainable, a business must be profitable. That said, profit cannot trump the other two pillars. In fact, profit at any cost is not at all what the economic pillar is about. Activities that fit under the economic pillar include compliance, proper governance and risk management. Sometimes, this pillar is referred to as the governance pillar, referring to good corporate governance. This means that boards of directors and management align with shareholders' interests as well as that of the company's community, value chains, end-user customers and all stakeholders included. With regard to governance, investors may want to know that a company uses accurate and transparent accounting methods, and that stockholders are given an opportunity to vote on important issues. They may also want assurances that companies avoid conflicts of interest in their choice of board members, don't use political contributions to obtain unduly favorable treatment and, of course, don't engage in illegal practices. **It is the inclusion of the economic pillar and profit that makes it possible for corporations to come on board with sustainability strategies.** The economic pillar provides a counterweight to extreme measures that corporations are sometimes pushed to adopt, such as abandoning fossil fuels or chemical fertilizers instantly rather than phasing in changes.

Source: [Investopedia](#)



Environmental

Companies have found that have a beneficial impact on the planet can also have a positive financial impact. Lessening the amount of material used in packaging usually reduces the overall spending on those materials, for example. Walmart keyed in on packaging through their zero-waste initiative, pushing for less packaging through their supply chain and for more of that packaging to be sourced from recycled or reused materials.

Other businesses that have an undeniable and obvious environmental impact, such as mining or food production, approach the environmental pillar through benchmarking and reducing. One of the challenges with the environmental pillar is that a business's impact are often not fully costed, meaning that there are externalities that aren't being captured. The all-in costs of wastewater, carbon dioxide, land reclamation and waste in general are not easy to calculate because companies are not always the ones on the hook for the waste they produce. This is where benchmarking comes in to try and quantify those externalities, so that progress in reducing them can be tracked and reported in a meaningful way.

Source: [Investopedia](#)



Social

A sustainable business should have the support and approval of its employees, stakeholders and the community it operates in. The approaches to securing and maintaining this support are various, but it comes down to treating employees fairly and being a good neighbor and community member, both locally and globally.

On the **employee side**, businesses refocus on retention and engagement strategies, including more responsive benefits such as better maternity and paternity benefits, flexible scheduling, and learning and development opportunities. For **community engagement**, companies have come up with many ways to give back, including fundraising, sponsorship, scholarships and investment in local projects. On a **global social scale**, a business needs to be aware of how its supply chain is being filled. Is child labor going into their end product? Are people being paid fairly? Is the work environment safe? Many of the large retailers have struggled with this as public outrage over tragedies like the Bangladesh factory collapse, which have illustrated previously unaccounted for risks in sourcing from the lowest-cost supplier.

Source: [Investopedia](https://www.investopedia.com)



Why CSR is important today

Transforming our world: The 2030 Agenda for Sustainable Development



This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. **The Sustainable Development Goals (SDGs)** were born at the United Nations Conference on Sustainable Development in Rio de Janeiro in 2012. The objective was to produce a set of universal goals that meet the urgent environmental, political and economic challenges facing our world.

The **SDGs** replace the **Millennium Development Goals (MDGs)**, which started a global effort in 2000 to tackle the indignity of poverty. The MDGs established measurable, universally-agreed objectives for tackling extreme poverty and hunger, preventing deadly diseases, and expanding primary education to all children, among other development priorities.

According to UNCTAD (2014). [World Investment Report](#), the financing gap to achieve the SDGs in developing countries is estimated to be US\$ 2.5 – 3 trillion per year so Corporate Social Responsibility is the solution for achieving sustainable development by business sector.



Business benefits of sustainable business model

It's the right thing to do; but also, it fosters:

Innovation	Cost savings	Brand differentiation
Long-term thinking	Employee engagement	Customer engagement

Source: <https://www.forbes.com/sites/csr/2012/02/21/six-reasons-companies-should-embrace-csr>



CSR vs. green washing

Now more than ever, there is a growing importance for companies to ramp up their focus on social responsibility to contribute to achieving sustainable goals. One term (and activity) often connected to CSR is greenwashing - which presents all opposite from the authentic CSR when not being misused.

Greenwashing is the process of conveying a false impression or providing misleading information about how a company's products are more environmentally sound. Greenwashing is considered an unsubstantiated claim to deceive consumers into believing that a company's products are environmentally friendly. - [Investopedia](#)

For example, companies involved in greenwashing behavior might make claims that their products are from recycled materials or have energy-saving benefits. Although some of the environmental claims might be partly true, companies engaged in greenwashing typically exaggerate their claims or the benefits in an attempt to mislead consumers.

A photograph of a runner's legs in motion on a red track with white lane markings. A semi-transparent white box is overlaid on the lower half of the image, containing the text 'Benefits of CSR for corporations'.

Benefits of CSR for corporations



Benefits of CSR for corporations



Benefits of CSR for corporations



Source: <https://rri-tools.eu/how-to-stk-bi-corporate-responsibility-tools>

Conceptual Framework of How CSR Leads to Intangible and Tangible Benefits

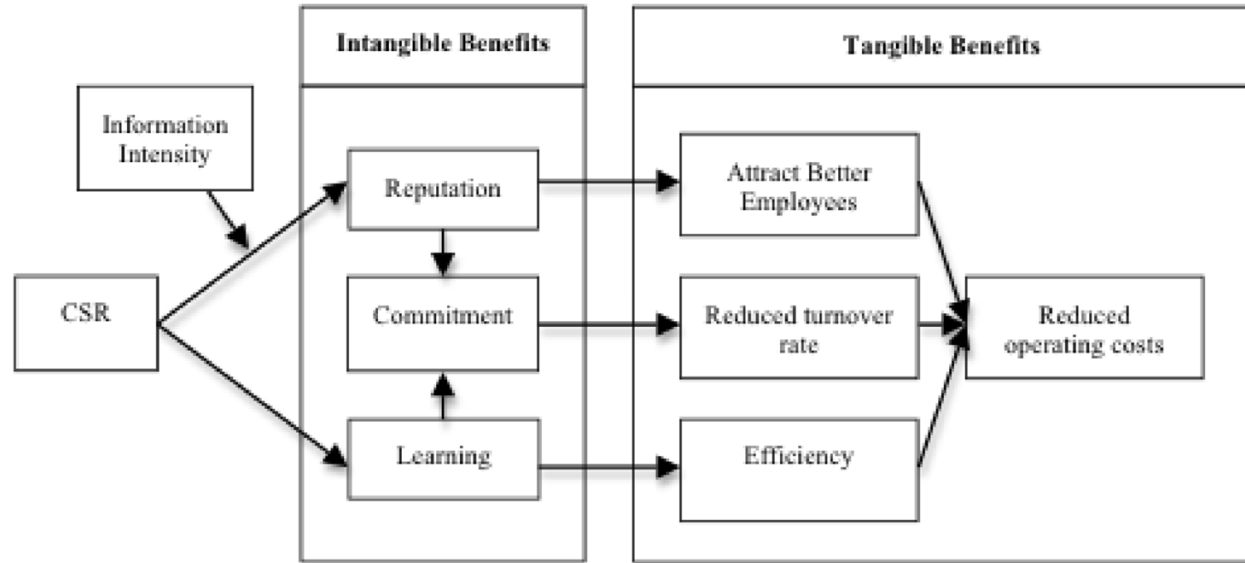


Figure: Conceptual Framework of How CSR Leads to Intangible and Tangible Benefits, Chong and Tan (2010)



Conceptual Framework of How CSR Leads to Intangible and Tangible Benefits

- ✓ **Reputation** - The CSR – external reputation link is quite possibly the most established argument in the business case for CSR.
- ✓ **Commitment** - Organisational commitment (OC) as described by Mowdays (1982) presents the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be characterized by at least three factors: a) a strong belief in and acceptance of the organization's goals and values; b) a willingness to exert considerable effort on behalf of the organization; and c) a strong desire to maintain membership in the organization
- ✓ **Learning** can be viewed as the process of developing employees' competencies, skills and knowledge.
- ✓ **Attracting better employees** - socially responsible firms attract better employees
- ✓ **Reduced Turnover Rate** - OC leads to a reduced turnover rate since employees who are committed to their organization will have "a strong desire to maintain membership in the organization" (Mowday et al., 1982)
- ✓ **Efficiency** - The competencies which are acquired internally through the CSR process have been argued to lead to a more efficient utilization of resources which is consistent with the resource-based view of the firm



Tools & practices of CSR



Corporate responsibility tools

According to [Responsible Research and Innovation \(RRI\)](#) to address effectively CSR, business needs to focus on:

- **Its business impacts:** identifying the social and environmental impacts of its operations and assess their significance.
- **Tools/policies to mitigate those impacts:** adopting management standard to re-organize its activities and minimize those impacts.
- **Stakeholders' concerns:** identifying the most important stakeholders, understanding and prioritizing their concerns, and developing a strategy to satisfactorily address them.

Standards

ISO9001, ISO14001, EMAS, ISO50001, OHSAS18001, SA8000, ISO/IEC27001, ISO26000

Global Initiatives

GRI, Global Compact, The OECD Guidelines for MNE, UN Guiding Principles on Business and Human Rights, ILO MNE Declaration

Principles

Business Principles for Countering Bribery, Caux Round Table Principles, CERES Roadmap for Sustainability, ETI Base Code, Business Social Compliance Initiative

Source: <https://rri-tools.eu/how-to-stk-bi-corporate-responsibility-tools>

Global Reporting Initiative (GRI)

[GRI](#) is an international independent organization that has pioneered sustainability reporting since 1997 open to every type of organization eager to report sustainability data. GRI helps businesses and governments understand and communicate their impact on critical sustainability issues with mission to empower decisions that create social, environmental and economic benefits for everyone.



128 policies across 60 countries and regions reference GRI



22

of the Bloomberg 50 companies use GRI to report



51,322

reports registered in the GRI Sustainability Disclosure Database

75% of the largest 250 companies in the world use GRI's sustainability reporting framework

33,000+

Participants trained through GRI Certified Training Courses

500



organizations from 68 countries active in the GRI Community

around 100



training partners across 57 countries offer GRI Certified Training Courses

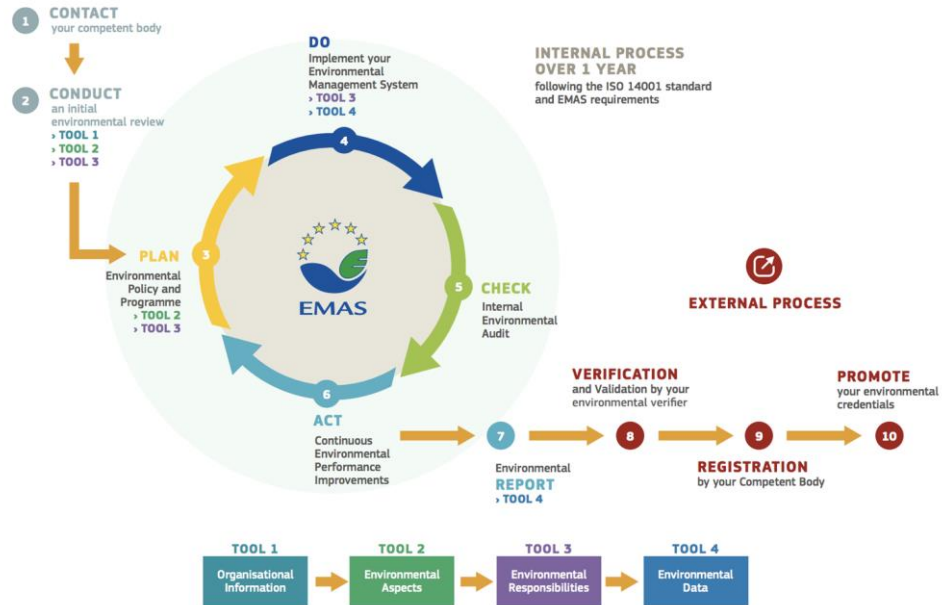
315

of the FT Europe 500 companies use GRI to report

The EU Eco-Management and Audit Scheme (EMAS)

EMAS is a premium management instrument developed by the European Commission for companies and other organizations to evaluate, report, and improve their environmental performance.

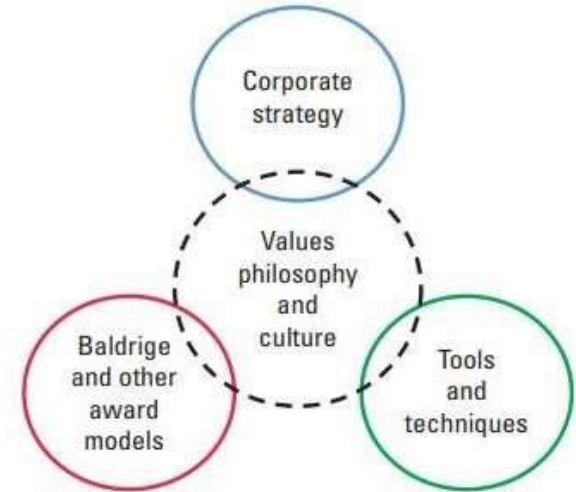
EMAS is open to every type of organization eager to improve its environmental performance. It spans all economic and service sectors and is applicable worldwide.



ISO 26000 – GUIDANCE ON SOCIAL RESPONSIBILITY

[ISO 26000](#) is defined as the international standard developed to help organizations effectively assess and address social responsibilities that are relevant and significant to their mission and vision; operations and processes; customers, employees, communities, and other stakeholders; and environmental impact.

- ISO 26000 is intended as guidance, not for certification
- Presents a comprehensive documentation of social responsibilities including core subjects and issues related to those subjects



ISO 26000 and Organizational Social Responsibility



Stakeholders in CSR

The international standards for CSR implementation into business strategy include a stakeholder dialogue as a prerequisite for defining material aspects of CSR and CSR reporting.

[ISO 26000](#) defines a stakeholder as an **"individual or group that has an interest in any decision or activity of an organization."**



A photograph of a runner's legs in motion on a red running track. The runner is wearing black leggings and light blue sneakers with red laces. The track has white lane markings and large white numbers. A semi-transparent white rectangular box is overlaid on the lower half of the image, containing the text "CSR in action- Good practices".

CSR in action- Good practices

Nestle - Creating Shared Value

Creating Shared Value is about sustainably delivering on shareholder expectations while helping to address global societal challenges. Behind this vision is a unique purpose that drives Nestle: to unlock the power of food to enhance quality of life for everyone, today and for generations to come. In order to achieve that, Nestle is focusing on three interconnected impact areas: the individuals and families who place their trust in our products and brands, the communities where Nestle operates and the planet that provides raw materials for Nestle products. Nestle long-term ambitions are:

- For individuals and families, to help 50 million children lead healthier lives.
- For our communities, to improve 30 million livelihoods in communities directly connected to our business activities.
- For the planet, to strive for zero environmental impact in our operations.

In order to achieve these ambitions, Nestle established a series of public commitments on which they have been working towards.

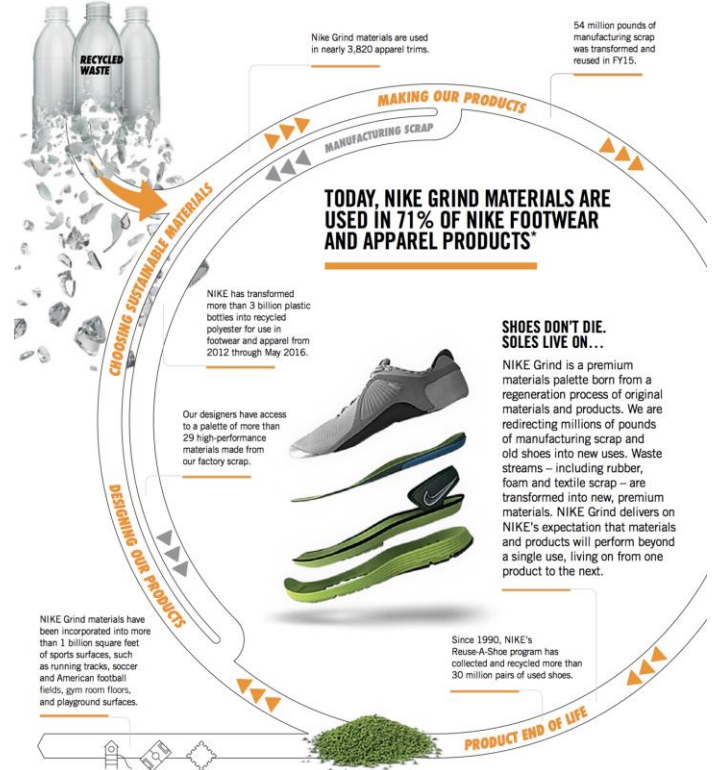


Source:

<https://www.nestle.com/sites/default/files/2021-03/creating-shared-value-report-2020-en.pdf>

Nike - Sustainable Innovation

Nike's corporate responsibility and sustainability strategy dates back to the 1990s when the company faced widespread public criticism over labor practices in contract factories. In response to a threatened brand, Nike developed a corporate responsibility division that mainly focused on improving factory working conditions and reducing the environmental footprint of manufacturing. Since 2009, Nike's strategy has evolved to integrate corporate responsibility throughout all business facets, driven by the "Sustainable Business and Innovation" team. Based on an extensive evaluation of their impacts across the value chain, Nike found that materials and manufacturing have the greatest impact on the environment, workers, and communities they operate in, and therefore make these areas central to their sustainable innovation strategy.

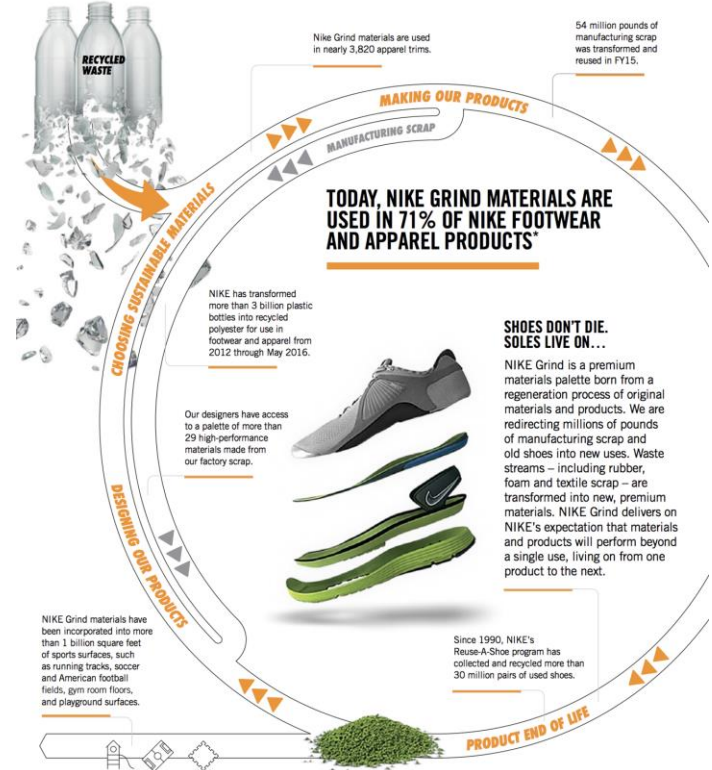


Source:

https://purpose-cms-production01.s3.amazonaws.com/wp-content/uploads/2018/05/14214951/NIKE_FY14-15_Sustainable_Business_Report.pdf

Nike - Sustainable Innovation

Because it is challenging to influence the behavior of other players in the value chain, Nike focuses their sustainability efforts in the design phase, as the decisions they make there determine a large part of the product's environmental impacts down the line. Product designers are given scoring tools using the Nike Materials Sustainability Index to help inform decisions about materials based on sustainability and performance, mainly aiming to reduce waste and choosing more sustainable materials. Furthering their efforts to streamline sustainable innovation throughout the company, Nike embedded the Sustainable Business & Innovation division into the company's Innovation Group in 2013. (source: Fink, 2016, NYU Stern, available at: https://www.stern.nyu.edu/sites/default/files/assets/documents/Nike_Carly_04.2017%20-%20Copy.pdf)



Source:

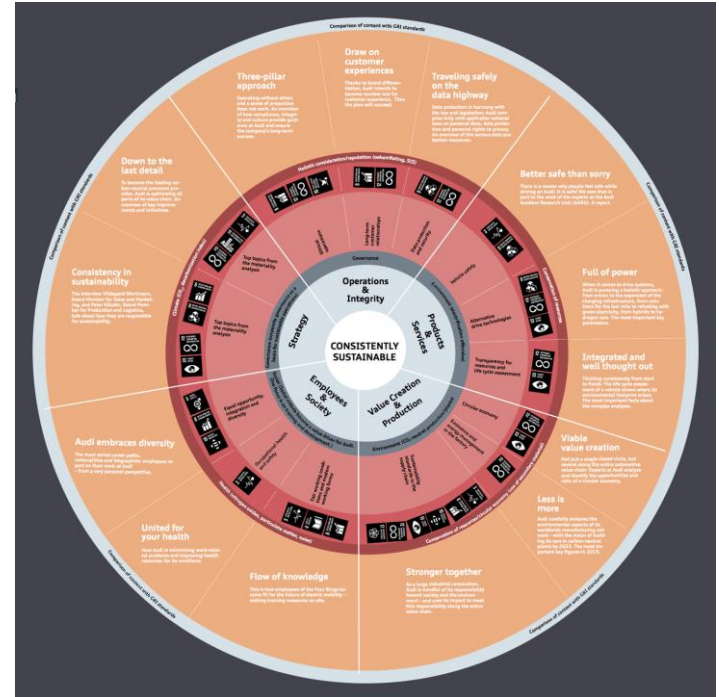
https://purpose-cms-production01.s3.amazonaws.com/wp-content/uploads/2018/05/14214951/NIKE_FY14-15_Sustainable_Business_Report.pdf

Audi - “Consistently Audi”

The “consistently Audi” strategy, which was presented in May 2019, is changing many things. As a result, sustainability has moved to the core of our entrepreneurial action, thus altering the way Audi reports on its activities within the context of “consistently sustainable” – one of the strategy’s four subgoals:

- **consistently customer:** Audi wants to become the company with the most satisfied customers.
- **consistently electric:** Audi is taking the lead in the transition to e-mobility. Electric mobility is the key to more sustainable mobility worldwide.
- **consistently connected:** Audi is creating an open, digital ecosystem.
- **consistently sustainable:** Audi operates responsibly, transparently and with integrity. Audi acts in harmony with ecology and the economy, with a clear long-term perspective.

Sales or the environment? Market or morality? Profit maximization or ethics? Wait! Audi says “and” not “or.” The past has shown that operating without ethics and a sense of proportion does not work.



Interactive map: Click on the matrix to access the story!
<https://www.audi.com/content/dam/gbp2/company/sustainability/downloads/sustainability-reports/sustainability-report-2019-audi.pdf>

H&M Group

Making fashion and design accessible to everyone, in a way that's good for people, the planet and our industry, means being accountable. In the face of huge global challenges and the ongoing transformation of our business, sustainability vision of H&M remains more relevant than ever: to lead the change towards circular and climate positive fashion while being a fair and equal company.

Being a fair and equal company requires H&M to enable equal access to sustainable resources and solutions. Responding to environmental and health crises means tackling existing inequalities. And making progress requires to be honest, take risks, and be willing to take the lead.

H&M translates strategy into action through Change-Making Programme: the set of tools that guide companywide approach to delivering sustainability ambitions.



Source: <https://hmgroupp.com/wp-content/uploads/2021/03/HM-Group-Sustainability-Performance-Report-2020.pdf>



Practical Activity

Separate into the small groups (3-5 people) and discuss

15 minutes about the following:

- What your organization does when it comes to the CSR?
- Which CSR practices do you use in your everyday work as a part of Staff team?
- How can you improve CSR aspect of your organization through your personal contribution?
- Do you think that CSR is important? Explain why.

Write down main conclusions and present it to the whole group (10 minutes).



"Sustainability can be conceived as the destination – the challenges, vision, strategy and goals, i.e. what we are aiming for, while responsibility is more about the journey – our solutions, responses, management and actions, i.e. how we get there."

— Wayne Visser, The Age of Responsibility: CSR 2.0 and the New DNA of Business



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GO SPORT

PROMOTING GOOD
GOVERNANCE IN SPORT
THROUGH SOCIAL RESPONSIBILITY



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Sport as ambassador of positive change in society



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Corporate Social Responsibility in Sport

Corporate social responsibility in sport is associated, most of the times, with neoliberal policies, particularly those pushed by transnational corporations, and which usually have a strong voluntarist approach that is centred on private giving and private influence.

That means that CSR differentiates from state-based interventionist models of governance. CSR activities may explain the social strategies of corporations as ‘positive for business’, in terms of helping productivity, profitability, corporate profile, and marketability.

“Social justice policies are advocated by campaign groups and new social movements, which are largely focused on pursuing long-term structural changes in different societies. These activities might include campaigns, for example, against the abuse and exploitation of workers in sport merchandise production plants; or, campaigns against specific nations participating in sport events, on the basis of civil rights and human rights violations.”

Giulianotti (2015)



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Main target of CSR campaigns and activities

Sport is a perfect tool to enhance participation and cooperation between humans.

No matter the type of sports, since youth, it is possible to engage with what can be considered – in certain environments – as 'different'.

Sport has become the main instrument to fight social exclusion, discrimination, racism and violence

There are several cases in history in which sports has united countries (e.g. footballer Drogba ending a civil war in Ivory Coast), or helped improving difficult social and political situation.

Certainly sport could also be used as a tool to escalate, but generally it is a positive tool to promote 'good' values in societies.

As of today, it is hard to find sports events or sport organizations whom don't promote positive values linked to physical activities and the opportunities that sports can create for disadvantaged people.



Staff benefit from CSR activities

- *When organizations implement best practices in CSR, employees are **more likely to engage in cooperative behaviors** toward their coworkers and the organization;*
- *When employees feel that their organization is socially responsible, they experience a greater **sense of identity with the business they work for**;*
- *Social responsible activities lead to more creative thinking, alternative solutions and better engagement and performances overall;*
- *Along with increasing current employees' commitment, CSR can make organizations look **more attractive to applicants and prospective employees**.*

All these elements combined, especially in sport organizations, can lead to positive outcomes in dealing with the issue that a social responsible organization tend to work with. Staff involved in these activities are heavily influenced and involved by the way the organization deal with the issues, but they are generally more prepared, better responding and aware when it comes to implementation. In sport this kind of mentality is fundamental.

A vertical image on the left side of the page shows a person's legs and feet in motion on a red running track. The person is wearing dark leggings and bright sneakers. The track has white lane markings. The image is partially cut off on the left edge.

How does CSR contribute to tackle society challenges and controversial topics?

Nowadays CSR activities are crucial and deeply exploited in order to tackle issues in sport as well as building reputation and appeal for sport organizations.

By promoting and providing CSR based activities and events, sport organizations reach out to a wide public and embark in actions which promote positive changes for all the parties involved. CSR activities have to be constant and implemented continuously in order to promote a real change and to foster positive results for communities and participants as well as the general public.

It is assessed that CSR based events, or CSR promotions during sports events will result in positive results towards certain issues. Sport has a privileged role, by its nature, in promoting inclusion, equal rights and fight against racism and discriminations. It all starts by changing the language, to care about a specific issues, to talk about it and then the wheels will be in motion and it will be easier to capitalize and promote healthy approaches even more.

Some examples from very different sport and context

No matter the context, no matter the type of physical or mental sport, no matter the background needed in order to access that specific sport, values such as: inclusion, fight against racism, fight against violence and discrimination are deeply linked and present in the communication strategies of most sports federations and organizations.

Football (steaming from teams, to their federations and from international organization promoting the biggest events) has become very vocal and explicit in their messages about respect and deprecation towards racisms, hate speech and discrimination.

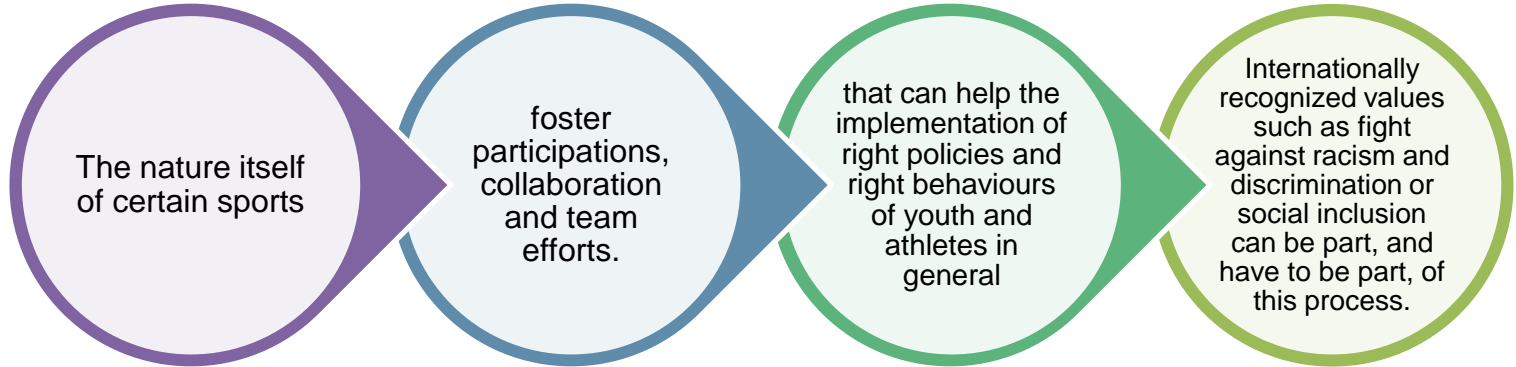
Formula 1 (highest class – in terms of performance- of international auto racing for single-seater formula racing cars) has now adopted several action and CSR activities to promote social inclusion and fight against racism and any form of discrimination with their campaign “#WeRaceAsOne”.



Sport as input for positive change

Considering the influence of sports and considering the fact that usually physical activities are started at a young age, it is right to affirm that sports are incredible catalysts for positive change if good practices are implemented correctly and 'bad behaviours' fought constantly.

The influence of sport organizations and federations as well as the one from non-profit organizations, is crucial in the development of healthy activities capable of making a change in societies. Sports and these organization can become ambassadors of this positive change.





Challenges of CSR actions in sport

However, CSR activities in sport are also faced with different issues, some of them are really crucial. These points, in the main, are not exclusive to CSR in sport but typically apply to other areas of CSR activity and sport-based intervention as well:

Do CSR and sport-based interventions have tangible social impacts and benefits?

- It is hard to differentiate what has been done successfully and what has been done by organizations mostly as a 'marketing campaign'.
- It is absolutely crucial to measure and evaluate impacts of the activities and involve the target groups or participants in the evaluation process as well.

NGOs funded by CSR programs

- When it comes to NGOs in sport and development projects which are funded through CSR, there are issues regarding the extent to which target groups are fully consulted on their needs, and engaged in the planning, delivery, and evaluation of CSR projects. Usually users and general public, 'trusts' more action funder by governments or national federation or international ones.



Challenges of CSR actions in sport

Organizations with negative headlines in main areas of activity

- Organizations which pick up negative headlines in their main areas of activity – for example, abuse of workers, excess profit-making, pollution of the environment, or alleged corruption – will always attract significant degrees of public skepticism or critical comment if they engage in CSR activity which is associated with a wider marketing makeover
- This is, in part, hard for sport organizations, however it is possible on a wider scale. (For example, the next football world cup finals will be played in Qatar (2022) and international media, politicians, and campaign groups have already highlighted how the Gulf State's record on the treatment of migrant workers, and civil rights for gays and lesbians is not something to forget just cause they managed to secure a very important sport event.

How much CSR activities and campaign are open to debate

How much are they open to criticism, analysis and discussions? It would be wise and desirable to have an approach capable of interacting with as many involved parties as possible in order to promote a healthy approach.



Speaking of healthy approaches...



- ✓ *Nowadays it is absolutely correct to say, without the need of having to prove it, that sport is necessary to have a healthy lifestyle and a better quality of life. Although not all the countries in Europe have the same approach, it is important to say that governments and countries in general have to promote sports since the early years of children.*
- ✓ *The positive effects of a wider and deeper approach in education, thanks to sport activities, are very powerful and definitively needed. In fact, through sport, not only it is possible to promote health, discipline and well-being as important values in life, but also to start impressing other incredibly important and needed values. Among those we have the aforementioned social inclusion, equity in rights for all, fight against exclusion, fight against any form of discrimination and fight against racisms and violence both verbal and physical.*
- ✓ *Not to mention the incredible importance of sport in young age for any children with any form of disability and health issue.*



Our communities

However, sport and CSR activities carried out through sports does not only have to influence youth and athletes. The strength of a message can influence the general public and the population overall and it is important to state that there can be results even on smaller scales. One organization does not have to promote their message and positive values through large events and large activities, a good impact can be reached also while promoting and working on the community level. There can be people facing exclusion, discrimination and violence amongst small communities or large alike and CSR activities can help them find new purposes, new opportunities and new encouragement.

Not to mention the educational opportunities for those communities influenced by the implementation of sport activities promoting positive values. The work in difficult environments can be tough and long term results are often achieved after continued work with that community, therefore it is important to invest in long term actions than will ensure positive impact on the communities and individuals involved.

Good practices and success stories

We discussed the possibilities and the impacts that CSR in sport can achieve when implemented successfully, but it is time to see real life applications done by other organizations.

How are they dealing with the issues we discussed? How are they promoting positive change in society through sport?



SAVE

(Educational institutions and non-profit organizations)



Gioca con me

(Large sport organization)



Conclusions and Q&A

We have discussed and overviewed the possibilities and abilities of sport as a catalyst for positive change, as well as the challenges CSR activities face when implemented. It is time to reflect on the topic and to discuss about it.

Sport is a powerful tool and combined with CSR approaches can lead to great results for both our organizations, our communities and our society in general.

Every question and discussion about personal experience is welcomed!

GO SPORT

PROMOTING GOOD
GOVERNANCE IN SPORT
THROUGH SOCIAL RESPONSIBILITY



Thank you!



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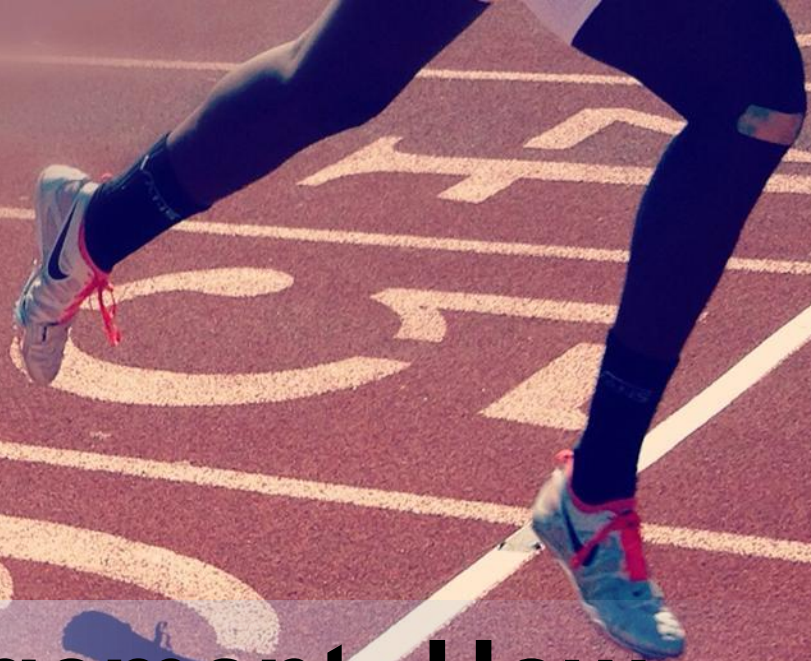
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CSR in sport management: How sport is interconnected with CSR



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Introduction

In recent years, sports organizations are increasingly incorporating CSR to their workings and operations, pursuing actions and initiatives to support and promote social causes

This evolution and the promotion of CSR by and through sports organizations reflects both sports' historical role, influence and importance in society as well as its continuous professionalization-commercialization that involves sports organizations adopting practices and approaches of private companies

In fact, many argue that it is essential for sport organizations to integrate and pursue actions and programmes that contribute to society - Such actions insure healthy relationships with their communities and stakeholders and help elevate their public image.

It is also important, from a moral point of view, that sport organizations, like all institutions and corporations, show an interest for social issues and make a meaningful contribution to their community and the society in general



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The importance of CSR for small scale sports organizations

Involvement in social and public affairs has always been an integral aspect of the workings of sports organizations – especially smaller, local, non-profit and grassroots ones.

Sports clubs were historically perceived as entities that represent and reflect the hopes and aspirations of their community, area, city or in some cases of social groups and CSR-social activities represent an excellent way for them to do so.

In fact, many argue that it is essential for sport organizations to integrate and pursue actions and programmes that contribute to society - Such actions ensure healthy relationships with their communities and stakeholders and help elevate their public image.

The actions that an organization is taking and the work that is doing to the benefit of societal goals also have a direct, positive, influence on its reputation – especially among those not following and/or support it – as well as its affinity and engagement with the community and its fans



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The importance of CSR for small scale sports organizations

CSR also serves as an efficient marketing tool that allows sports organizations to further their public image, create a sense of pride within their ranks as well as strengthen its bond with their supporters.

Values define the culture and individuality of a sports club. Shared values help staff member, supporters and partners to understand the function of the organization and ensure that they uphold certain standards of conduct throughout their daily functions.

Carrying out, supporting or being involved in actions to promote social causes can also help organizations elevate its standing among citizens with no interest in the sport

For local clubs the use of CSR can help bring the local community together at the same time as the work can be used as an innovative tool to achieve profitable value creation.



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Why do and should sports organizations engage in CSR activities?

Sports organizations' contribution to social issues

Sports organizations and sports can have a meaningful and concrete contribution to social issues:

- ✓ The sport industry has been characterized as a lens through which to see the larger social perspectives of symbolism, identification, community, and sociability. It can thus shape perceptions and approaches on issues and causes.
- ✓ Sport is one of the most extensively covered aspects of social life, attracting considerable attention by both media and the community. Thus, it offers a highly effective medium to raise awareness and promote actions and causes
- ✓ Sports organizations can utilize their reach and stature in the community (and especially among their supporters) to shed some light to an issue, raise awareness about a cause and mobilize action
- ✓ The “star power” of their athletes can ensure an impact for an action – athletes are especially influential with youth and children, often seen as role models, and their involvement can have a direct effect
- ✓ The connections they have sport teams have to the local communities, and the level of affect displayed by its many consumers-fans can ensure an elevated effect to an issue



Reasons for their involvement in CSR actions

The rationale upon which sport organizations are involved and undertake CSR actions is similar to the one of private corporations:

- ✓ **Ethical – Moral Reasons:** It is seen as a practice that allows an organization to 'give back' and contribute to the society – community
- ✓ **Network Building - Institutional relevance:** It can foster the relationship between an organization and stakeholders
- ✓ **Organizational Functioning:** it can help foster the pride, affiliation and engagement of their members and staff (in their case athletes). It is also something that employees often want to see their organization to be doing
- ✓ **Market positioning:** It serves as an efficient marketing tool that allows organizations to further their public image, differentiate itself from 'competitors'
- ✓ **Risk management:** It develops positive perceptions towards an organization and gives it social capital that can be extremely useful in the face of potential public criticism





CSR as a instrument for growth

CSR as an
effective
Marketing
Tool

- CSR can help small-scale sports organizations to attract positive coverage, further their public image as well as elevate their bond with their supporters.
- Moreover, CSR serves as a mechanism for organizations to reach out and engage the public in new innovative ways - It has become evident that by integrating CSR to their workings, sport organizations can develop strong and healthy relationships with their communities
- It is also important to take into consideration that people, especially the youth, are showing an increasing interest for social issues. Thus, it is important for sports organizations to show that they are sharing and promoting the same values as them to elevate their affinity with them
- Corporate social responsibility programmes are increasingly using sponsorship as a vehicle to deliver objectives for two key reasons. First, sport can really change people's lives. Whether as a participant or spectator, people engage with sport in such a manner that it can make a huge difference to their health and/or their lifestyle.



CSR as a instrument for growth

Network-
Building
through CSR

- Government institutions and private corporations are exhibiting a heightened interest in CSR initiatives and actions. They, along with civil society organizations, have also come to realize the sport's capacity to reach, connect and engage the society influencing perceptions and approaches.
- Thus, it presents a field in which a small-scale organization can connect with and engage stakeholders and private corporations by proposing joint activities or asking for their support
- CSR activities help strengthen the collaboration of the sports club with social and political actors at a local and level
- Moreover, by being involved in CSR activities sport organizations can build good-will with stakeholders and private corporations
- In that regard, small scale sport organizations can leverage CSR activities to structure relationships and collaborations with stakeholders and private companies as well as attract support in their workings and future plans



CSR as a instrument for growth

Generating
New Income
Opportunities

The investment and involvement in CSR actions and programmes can help Sports Organizations generate new sources of funding:

- Sports organizations can collaborate with public institutions and agencies (e.g. local administrations, police, health organizations) and receive funding to support and promote social causes and initiatives
- They can attract financial support from businesses and corporations that wish to further expand their social and community contribution as well as their connection with the local community
- CSR actions and initiatives can contribute greatly to the standing and image of a sports organization among the community and its fans. Such actions also help further its brand and its outreach that in turn can help it attract new fans or collaborations and sponsorship by corporations that are seeking to connect with organizations with a positive image



Funding Opportunities for Sport Organizations



Erasmus+ Sport

- ✓ The Erasmus+ programme offers sport organizations the opportunity to apply for funding to pursue projects or events to address social issues in and through sport
- ✓ Sport organizations may apply through Erasmus for
 - **Cooperation Partnerships:** Financing 12-to-36-month projects involving a partnership of a minimum of three organizations from three Programme Countries
 - **Small-Scale Partnerships:** Financing 6-24 month projects involving a partnership of a minimum of two organizations from two Programme Countries

For more info you can review the Programme Guide:

https://ec.europa.eu/programmes/erasmus-plus/resources/documents/erasmus-programme-guide-2021_en



UEFA Foundation for Children

- ✓ The UEFA Foundation for Children provides financial support and skills to organizations that are working on projects and actions to support and further children's rights
- ✓ Organizations may submit applications for funding by following the procedures and guidelines of the call for projects the foundation launches every year.
- ✓ The Foundation notes that "this call for projects is aimed at any organisation that shares the values of the UEFA foundation and proposes practical measures to help children, in the areas of access to sport, health, education, employment, personal development and supporting vulnerable children."

For more information as to the project being financed by the UEFA Foundation for Children:

<https://uefafoundation.org/worldwide/>

UEFA

FOUNDATION™

for children



Designing and Implementing CSR Activities in Sports



Types of CSR Activities Sports Organizations Pursue

athlete volunteerism

Educational initiatives

Philanthropic/charitable donations

Community development actions

Community initiatives

Fan appreciation

Health-related initiatives

Community-based environmental programs.



Forms in which a sport organization can pursue CSR

Collaborate with government authorities and institutions to collectively address a social issue or cause

Cooperate and/or offer support to civil society organizations to further a cause or campaign they are pursuing

Organize initiatives, campaigns and actions to make a social contribution and/or raise awareness on an issue

Create a foundation with a mission to support social causes e.g. Barcelona Foundation, Juventus Foundation, Los Angeles Lakers Youth Foundation

Initiate or support community engagement programmes e.g. promoting school education

A vertical image on the left side of the slide shows a person's legs and feet in motion on a red running track. The person is wearing black leggings and blue and pink sneakers. The track has white lane markings and a shadow of the runner is cast on the ground.

Propositions for CSR Activities Sport Organizations can pursue

- ✓ **Informational Visits to Schools:** A sport organization can make arrangements for its athletes to visit schools in its local areas to meet with students share information about an important issue and inspire them e.g. promotion of sport values, against discrimination, the importance of education
- ✓ **Social Media Awareness Campaigns:** A large-scale sport organization can utilize its reach and following via social media to bring light to an important issue and help raise awareness among its followers-fans as well as the society as a whole
- ✓ **Collaborate with CSOs & Charities:** A sport organization can join forces with organizations and institutions working in fields of interest (e.g. promoting education, tackling racism). Such a collaboration may involve organizing joint actions and events, the provision of support for the promotion of key messages and to raise awareness, participating (via representatives of the organization) in actions and events organized by the organization



Sports clubs that make CSR happen

Forest Green Rovers

- ✓ Forest Green Rovers, a League 2 football club in England, has been recognized by FIFA as the 'world's greenest football club'
- ✓ The club is dedicated to raising awareness on climate change and to advocating for the protection of the environment to and through football.
- ✓ The club is fully powered by renewables, all match-day food is vegan, the pitch is organic and maintained by electric mowers and recycled water.
- ✓ The Forest Green Rovers also engages the local and global community through various programmes designed to make a lasting impact.
- ✓ The team draws fans from all over the world through press engagement and social media. Since May 2017, the team has reached almost 3 billion people through local, national and international press.



More Info:

- <https://unfccc.int/climate-action/momentum-for-change/climate-neutral-now/creating-the-greenest-football-club-in-the-world-forest-green-rovers>
- <https://www.weforum.org/agenda/2021/03/forest-green-rovers-coffee-kit-soccer-recycled-sustainability/>

Show Racism the Red Card

- ✓ Established in 1996, Show Racism the Red Card (SRtRC) is the UK's largest anti-racism educational charity.
- ✓ The Charity utilizes the high-profile status of football and football players to help tackle racism in society.
- ✓ The majority of the organization's work involves the delivery of educational workshops to young people and adults. Said educational opportunities are offered in schools, workplaces and at events held in football stadiums and morere than 50,000 individuals participate in SRtRC's educational sessions every year
- ✓ Additionally, SRtRC produces a wide array of educational resources to challenge misconception, stereotypes and negative attitudes in society as well as support educators to engage and educate people of all ages on these issues.

More Info: <https://www.theredcard.org/>



Finnish Liiga teams and the pursuit of a cleaner game

- ✓ Several Liiga (Finland's first tier ice hockey league) teams have recently made commitments to battle climate change by implementing different initiatives to decrease their own carbon footprint.
- ✓ 9 teams from the league have developed some sort of initiatives to make their games "greener".
- ✓ These initiatives vary from partnerships with local transport authorities to give home team fans with a ticket to the game free transportation to and from the game (hence decreasing the number of cars in the area) to teams selling fan jerseys made from recyclable material.
- ✓ These initiatives bring about some good-will towards the clubs but also helps bring attention to a massive problem affecting the world.
- ✓ One of the most intriguing initiatives comes from the Lahti-based team, Pelicans that have partnered up with the Lappeenranta-Lahti University of Technology with the aim to be the world's first carbon-neutral sports organization.



More Info:

<https://ymparistooohjelma.liiga.fi/en/>
<https://inhabitat.com/finnish-hockey-team-goes-carbon-neutral/>

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How to implement CSR policies



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Corporate Social Responsibility- Design and Implementation



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Learning Objectives

Identify

practical ways to implement a CSR program

Recall

the main existing frameworks on CSR design and implementation

Measure

the effectiveness of a CSR program

Distinguish

the types of partnerships on CSR programs

Outline

the ways a small business can implement a CSR program on budget



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1. Framework on CSR design, implementation & evaluation



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Frameworks on CSR design and implementation (Cramer, 2005)

“Corporate social responsibility deals with the ethical or socially responsible treatment of company stakeholders. Participants exist both inside and outside the firm. Consequently, socially responsible behavior will increase the human development of stakeholders inside and outside the corporation.”

The model does not strictly define the role and engagement of stakeholders in the organizational CSR development but maintains that dialog must be always open with them.



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Frameworks on CSR design and implementation (Cramer, 2005)

1. Draw up a list of stakeholders' expectations and demands

- This list includes those people who influence the realization of the organization's goal or/and who is affected by it.
- Communication with stakeholders (e.g. fan clubs, local communities)
- Selection of the most important stakeholders (those that are of real value for the company)

2. Formulate a vision and a mission and, if desired, a code of conduct

- Vision includes the challenges an organization sees in the economic, social, ecological field.
- The mission are the precise ambitions which the organization aims to achieve in the context of its vision.
- The creation of the vision takes place at the management level. Usually organizations build on an existing vision



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Frameworks on CSR design and implementation (Cramer, 2005)

3. Develop short- and longer-term strategies and draft a plan of action

- **Policy and management:** how will the tasks and responsibilities be divided, which management systems will be used, in which way the results will be communicated
- **Economic aspects:** direct monetary flows between the organization and its stakeholders, indirect economic impact (innovation, contribution to the gross domestic product, national competitiveness, dependency of the local community on the company's activities)
- **Environmental aspects:** environmental impacts of the organization's activities, use of scarce goods
- **Social aspects:** internal social policy (employment, health and safety, diversity and opportunity), external social policy (human rights issues, society, product responsibility)



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Frameworks on CSR design and implementation (Cramer, 2005)

4. Set up a monitoring and reporting system

- Critical performance indicators
- Reports preparation (internal and external)

5. Embed the process by rooting it in quality and management systems

- It is important to incorporate CSR to existing quality and management systems.

6. Communicate internally and externally about the approach and the results obtained

- Develop a credible marketing communication strategy
- First, increase awareness and gain support internally (by training programs, social projects, link employee's work with CSR). Then, communicate externally.



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Frameworks on CSR design and implementation (Khoo & Tan, 2002)

This framework focuses on the well-being of employees and the needs and expectations of fans and audience instead of the Stakeholder's concerns and roles.

Sustainable manufacturing and development is defined as “the integration of processes, decision making and the environmental concerns of an active industrial system that seeks to achieve economic growth, without destroying precious resources or the environment”.



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Frameworks on CSR design and implementation (Khoo & Tan, 2002)

Preparation

Leadership: Establish vision, mission and goals, energize people, communicate goals clearly, constancy of purpose, community contribution

Strategy planning: Have flexibility, prepare for change, create appropriate culture

Transformation

People: training, continuous self-improvement, create shared vision, raise awareness, create learning organization

Information: Collection of data and information, track company performance

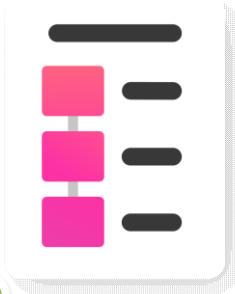
Implementation

Review of results

Indicators of success

Indicators of sustainability

Providing true customer value



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Frameworks on CSR design and implementation (Maignan et al., 2005)

Business commitment to CSR is viewed as, “at a minimum, adopt values and norms along with organizational processes to minimize their negative impacts and maximize their positive impacts on important stakeholder issues”.

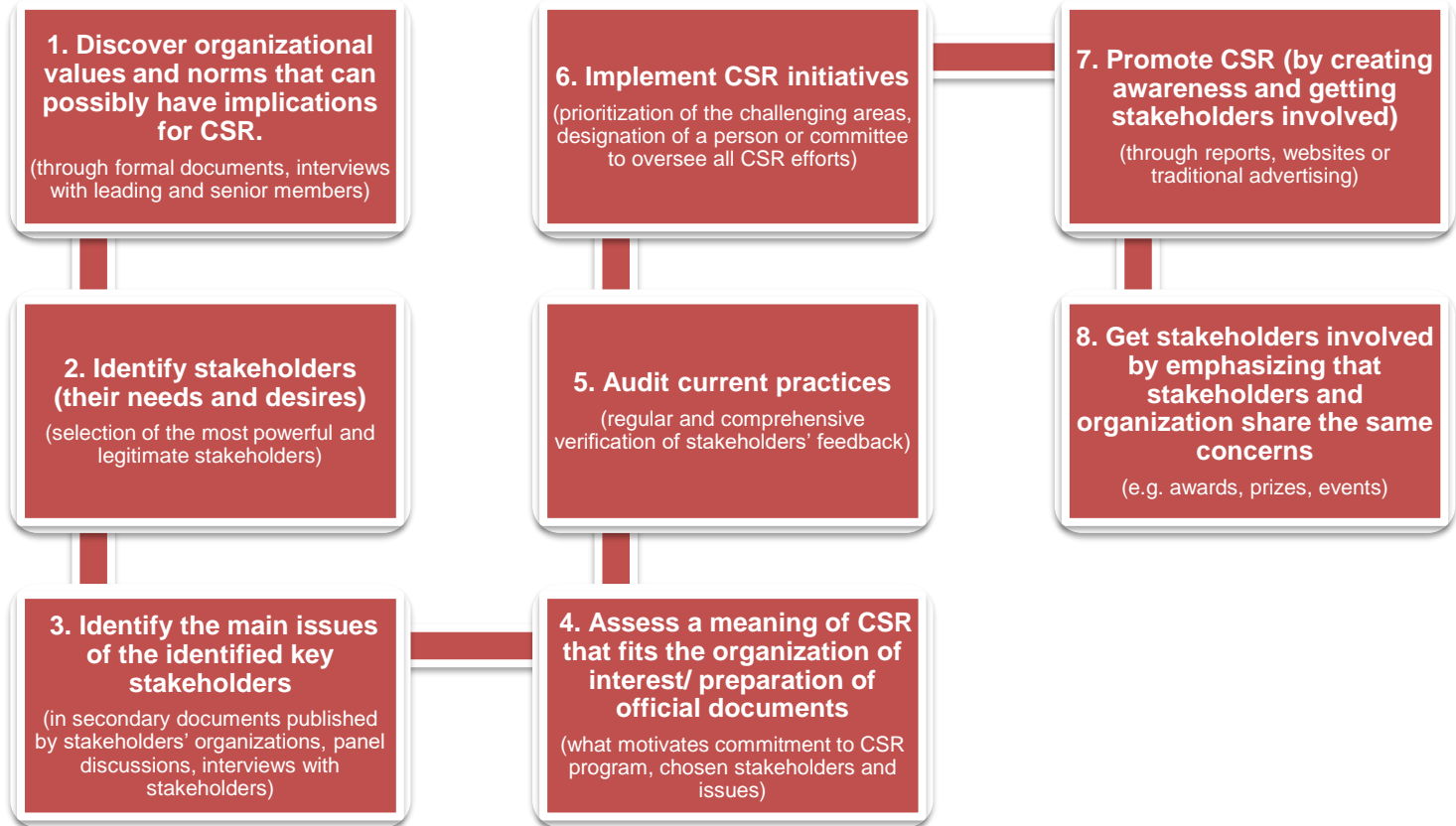
Stakeholders’ feedback can help reassess the first three steps of the CSR management process. At the same time, it is used during the next audit, making it necessary for steps five to eight to be performed at regular intervals.



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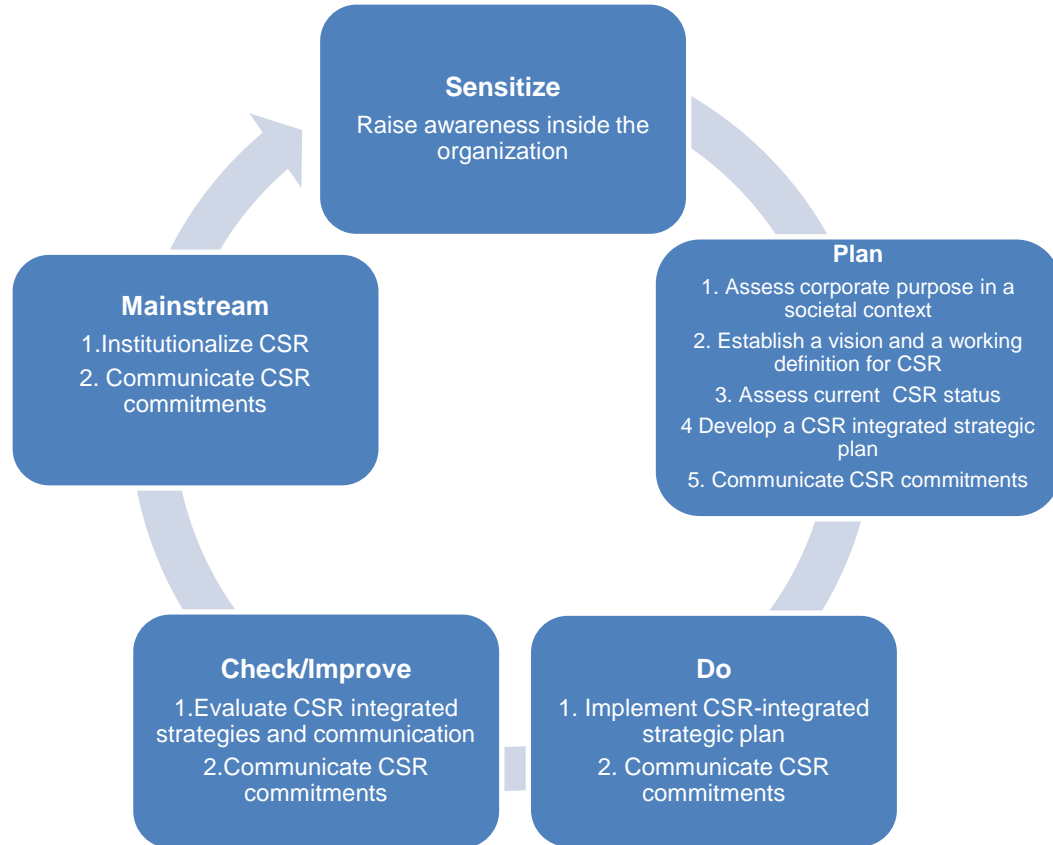


Frameworks on CSR design and implementation (Maignan et al., 2003)



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Frameworks on CSR design and implementation (Maon et al., 2009)



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Reflections

1. Does your organization keeps a communication channel with its fans and its local community?
2. Have you considered which vision your organization could serve?
3. Does your organization have the knowledge to calculate its indirect economic impacts?
4. How CSR activities could be embedded in quality and management systems of your organization?
5. Is there enough support inside your organization regarding CSR policies?



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2. Practical advice on CSR for non-profits



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How to develop sustainable CSR Programs

Build your strategy around the organization's core competencies.

Recognize issues that matter to company's audience.

Develop CSR initiatives that will make company's employees proud.

Expand organization's definition of CSR.

Be prepared for rapid response to current events and social movements (e.g. Covid-19 pandemic).



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Some Recommendations

1

Investments from endowments should be transparent, with an ethical lens and, as much as possible, tied to their mission.

If a nonprofit is committed to its mission, an important component of a CSR framework for the sector must be to invest in businesses that are socially responsible at a minimum and at best are aligned with the nonprofit's mission.



Some Recommendations

2

Funders/ grant-makers should fund internal and external CSR practices for their grantees through grant-making.

Funders can include questions and require documentation within their request for proposals that allow organizations to indicate how they will meet the CSR principles in their work.



Some Recommendations

3

The board should have representation from an alumna of its program, and/or a content expert.

Board composition speaks volumes about an organization. Applying a CSR lens to designing a board would mean that there would be representation from recipients or experts.



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3. Tips to develop and implement a CSR program with minimum resources (5 slides)



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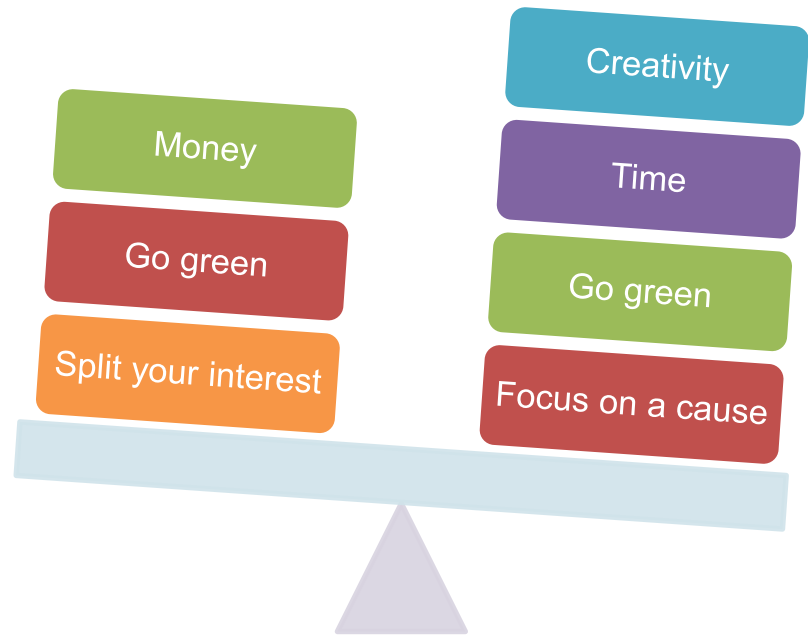
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TIPS

Maximum resources

Minimum resources



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TIPS

1. Focus on a cause

When you have a low budget it is better if you focus all your efforts to a single cause, in order to achieve a greater impact.

It is also advised to ask the employees their opinions regarding which cause you will dedicate your money to and include them in the decision making process. In that way they will be fully supportive to your CSR program.



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TIPS

2. Get creative

You can use online platforms to finance-donate many to new and innovative projects, small businesses and professionals that need money in order to implement their ideas. You can choose candidates that match your profile or take a vote and let your employees to decide.



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TIPS

3. Offer volunteering

If you cannot afford to offer money and donations, you could offer time. You could give your employees some extra days off that they should use to volunteer to an organizations. Another good idea is to make a team volunteer day when all employees take the day off and offer their time to a cause that you or they have decided.



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TIPS

4. Go green

Make your business environmentally conscious. Here are some small steps that you can take:

- Swapping in energy-efficient light bulbs
- Going paperless (as much as possible)
- Banning plastic bottles and providing your staff with reusable ones
- Installing a dishwasher to avoid reusable cutlery and encouraging your team to pack lunches
- Use green and non-toxic cleaning products in your office
- Ask your team to power down all electronics when they're not using them



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4. Partnership opportunities for small scale organizations



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CSR: CREATING VALUE THROUGH PARTNERSHIPS

PARTNERSHIPS (Del Baldo, 2013)

1. **Public-private partnerships (PPPs):** partnerships between government organizations and businesses (BUS)
2. **Nonprofit-government partnerships**
3. **Nonprofit-business partnerships:** It is an increasingly prominent element of CSR implementation
4. **Tripartite partnership:** all sectors working together on a social issue



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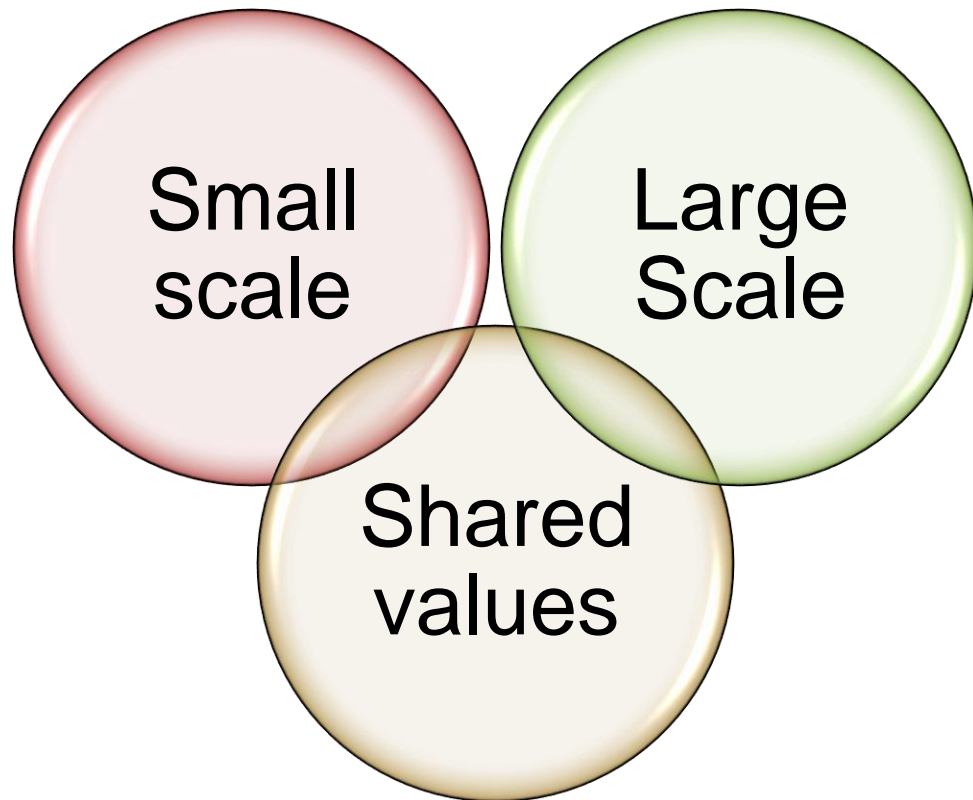


Partnerships between small scale organizations and large corporations

Shared values can be used as a critical source for social enterprises to overcome their asymmetric power relations in their partnerships with large firms.

TIP

Small social enterprises should emphasize the importance of their values and their goals



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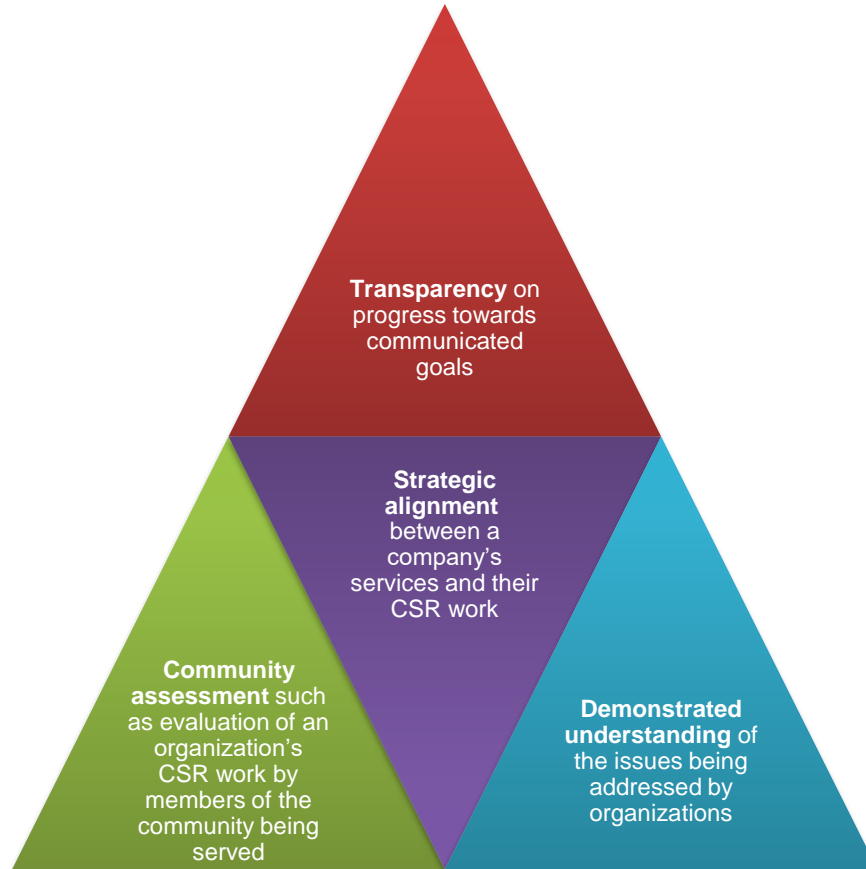


5. Evaluation and adjustments of plans for future improvements



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Key criteria to measure a CSR program



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How to do an evaluation

When evaluating a CSR program we should ask and answer the following questions:

- 1. What worked well? In what areas did the firm meet or exceed targets?
- 2. Why did it work well? Were there factors within or outside the firm that helped it meet its targets?
- 3. What did not work well? In what areas did the firm not meet its targets?
- 4. Why were these areas problematic? Were there factors within or outside the firm that made the process more difficult or created obstacles?
- 5. What did the firm learn from this experience? What should continue and what should be done differently?
- 6. Drawing on this knowledge, and information concerning new trends, what are the CSR priorities for the firm in the coming year?
- 7. Are there new CSR objectives?



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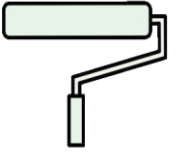
Create a spreadsheet to track the evaluations from year to year. The spreadsheet can assist in identifying patterns or trends.

Ask employees what they think worked well and what didn't. They may have a different view on how things could be improved.

During the evaluation is a good time to celebrate success and reward the team.



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Exercise

Based on what you have read at this module, **design** a draft for a CSR program that your organization could implement:

- Choose stakeholders
 - Which stakeholders are the most valuable?
 - How would you communicate with them?
- Form your mission
 - What purpose you want to serve?
 - Which mission serves best your organization's future?
- Develop a draft action plan (economic aspects/management and policy issues)
- Set up a monitoring and reporting system
- Develop a marketing strategy (internal and external)
 - How would you trigger your employees' interest
 - How you communicate with the fans

What would make your CSR program sustainable?



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Further reading

- https://gps.ucsd.edu/files/faculty/gourevitch/gourevitch_research_bartrter.pdf
- <https://momentumtelecom.com/corporate-social-responsibility-model-toms-shoes/#:~:text=TOMS%20was%20founded%20with%20a,is%20inseparable%20from%20its%20mission.&text=Today%2C%20TOMS%20gives%20shoes%20in,hygiene%20and%20community%20development%20programs.>
- https://www.mindtools.com/pages/article/newSTR_51.htm
- <https://cares.nba.com/>
- <https://blog.submittable.com/corporate-social-performance/>
- https://www.iisd.org/system/files?file=publications/csr_guide.pdf



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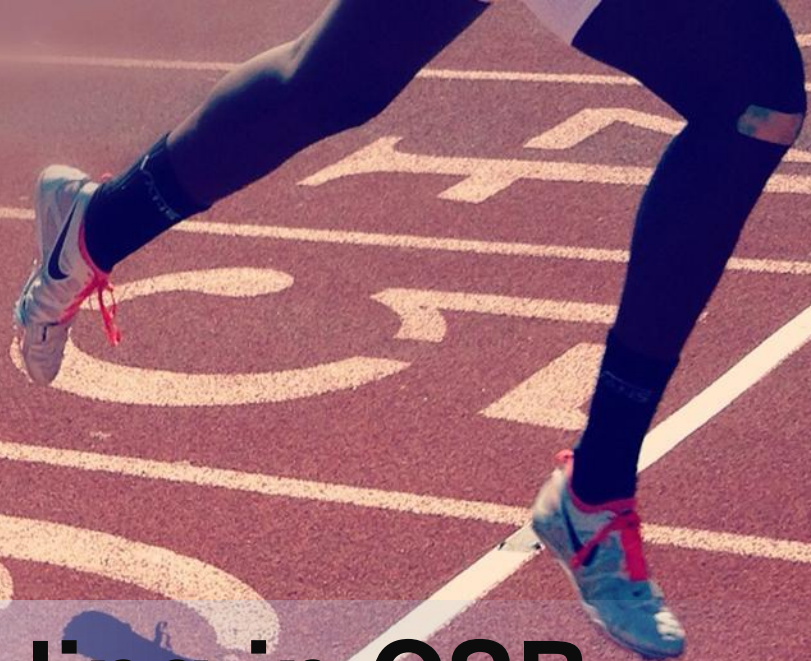
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Importance of branding in CSR



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Branding of CSR initiative-*Why it is Important?*

Business, nowadays, in whatever sphere, area or market they function, have realized that, YES, growing the business is important and making profit is the goal but also, building sustainable and trustworthy relationships with the local community must be a priority. Why is that?

Contribution to local development and growth should be goal number one, but also to **strengthen the brand**. From a business standpoint, the treatment of employees, the care for the environment and overall social responsibility is a determining factor of whether your brand will have a strong position in the minds of the public. Implementing CSR helps a business identify its brands purpose and, hopefully, establish an image through which the organization can connect with the audience.

Environmental activities and pollution are very “hot” topics in the 21st century business environment. People and customers demand and follow an organization which not only satisfies their needs as customers but also shows love towards the community. To take it a step further, according to one study by the “Reputation Institute”, 42% of how a person feels about a company is based on their knowledge of that firm’s CSR definition. Basically, half of the firm’s reputation is based on the CSR initiatives



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Branding of CSR initiative-Why it is Important?

Second – **The possibility to attract and retain top talent.** Making sure that you have the right people around you is key to making the organization function. Making a difference in the world is something which more and more young people and striving for and studies have shown, Stanford University for example, that people with the most polished skills would rather work for a company that cares about the impact on society. When you implement CSR, more qualified and productive people will want to work for the organization

Overall, the goal of CSR is to separate yourself from other brands and to attract the right people around you to achieve this. In short – *“ Corporate social responsibility is about businesses transforming their role from merely selling products and services with a view to making profits and increasing their revenue to the development of a society through their abilities of generating capital and investing it for social empowerment ”* (Kumar and Maheshwari, 2013).



Getting you involved!

The second point of the importance of CSR is what we will focus more on. Why is CSR important for the working staff of a company and how to promote an organization through CSR?

There is an increased importance when it comes to the human elements in 21st century business environment. Sport itself has turned out to be one of the biggest and profitable businesses. These human elements are in the center of the quality performance of the organization. The elements are **knowledge, skill, talent of a firm's workforce, values and beliefs**. The intellectual capital that an organization has in its hands is a big factor in order to be competitive. With that being said, employees, basically, have the power to determine the success and failure of the organization.



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Getting you involved!

Just like everything else in the 21st century, businesses are constantly changing with a rapid pace. The attitude of employees towards their organizations is not an exception. People are much more aware and understand their values as well as the values of the companies within which they work. And if those values do not complement each other, then, staff member will not be satisfied and will not dedicate themselves to bettering their performance.

The importance of CSR in this regard is crucial. As an organization, the implementation of corporate social responsibility is a must because it is not only an expectation to do it now, but the **right thing to do**. The relationship between businesses and societies is much discussed and businesses, big or small, have the power to influence. So, the actions of the organization have wider and wider implications on the local community and environment. These implication must from a positive character!



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Getting you involved

When kept in mind the fact that more and more millennials have the desire to make a difference in a world where environment is a key priority and still, the percentage of poverty is high, we as employees would like to work with an organization, which makes efforts to do something about it, even on a small scale.

When an organization has proclaimed itself as being socially responsible, this transfers to the staff and production increases, quality workforce is attracted and branding of the CSR initiative becomes a common goal. The opinion of the employee matters and being involved is important! That is why, all the CSR initiative will be communicated through employees and everyone must give their opinion on partnerships, non-profits, issues regarding the local community and ideas on how to implement different CSR campaigns.



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Getting you involved!

Purpose is more important than a paycheck, sometimes, so if you are involved in an organization which brings value to society and a peace of mind, this will bring you much more satisfaction. You will be more productive and this will result in a better paycheck. You also have to make sure that the company you are involved with is not “*greenwashing*” meaning that the organization is more focused on the appearance rather the true cause. That is why when given the power to be truly involved in CSR efforts, you can know for sure what is really going on.

Employees care about authenticity! Nobody wants to work for a bad company so you have to know that the CSR matters and is not a scam. Only 38% of employees feel part of their organisation and describe themselves as passionate about their working activities. Proper CSR initiative and involvement has the power to change that.



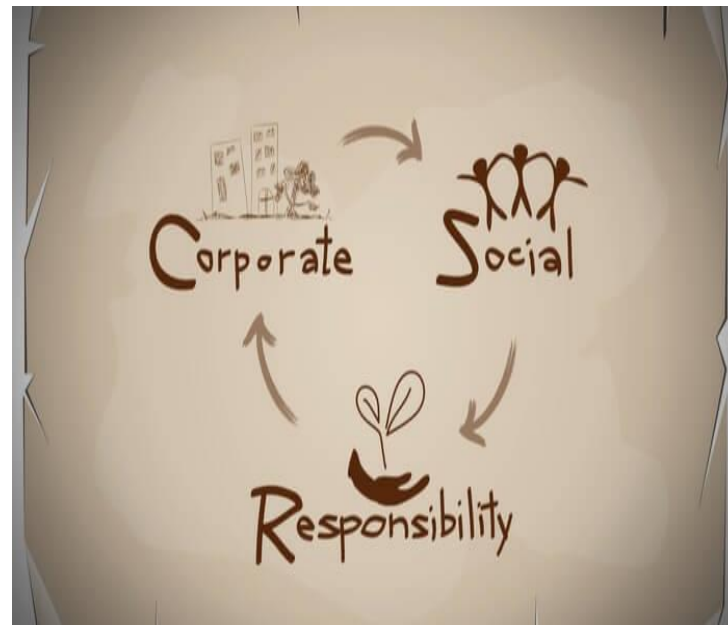
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Getting you involved!

Being involved in your organization through CSR will contribute to your job satisfaction. It will also give you the chance to develop new skills and show the world that your organization cares and gives back to the community. Volunteering is a key factor in CSR and by doing so, you will help the brand awareness of the business and create a better perception.

Perhaps more positive media coverage of your company and network creation. It also, of course, upgrade your business portfolio. CSR will offer these opportunities and you, as an employee, will have the chance to take advantage of them and the resources that will be presented to you. CSR is the answer to whether businesses and ethics can co-exist. If you know and have the chance to work for an organization that promotes CSR initiatives, as an involved employee, you can give a proper contribution to this question!



What can your employer do to make CSR an amazing experience!

It sounds good in words to be involved in a CSR campaign as an employee but what can exactly be done and how can you see whether your organization truly values your opinion. For example, you might be required to dress a certain way for a particular cause. Wilson HCG for example has a requirement that the employees and managerial staff, have to wear red in February to support American Heart Association's Go Red for Women Campaign. Another time, they will be required to wear pink for breast cancer awareness. The same is done from PFC Lokomotiv Plovdiv's women team. They introduced pink uniforms for support. When the players were asked how do they feel about the initiative, they replied that it was a privileged and an honour to be part of a socially conscious football club.



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What can your employer do to make CSR an amazing experience!

Having the opportunity to lead a project as an employee is very motivating and helpful. Knowing that your organization trusts you to have the biggest saying in a CSR initiatives can go along way. Also, encouraged donations. For example, there is some relief campaign and you are being asked if you would like to donate. Then, if the employer donates him of herself by matching or doubling the sum, it is even better. This way, you will know that the managers are ready to *“put their money where their mouth is”* and take CSR seriously. This will furtherly increase and keep your involvement as an employee.

Also, communication and being informed is very important. You must know that they can reach your superiors and that you can express concerns about whatever is going on regarding the initiative. Accessibility from the company's executives shows that the opinion and efforts of the staff is truly valued, not just on words.



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What can your employer do to make CSR an amazing experience!

As mentioned before, you as an employee have the power to influence the organization. The company has invested in you for a reason. If this is not the case, then most probably you are working for the wrong organization. So to truly test your value to the firm and whether they are serious about CSR, try to implement a survey which gives the employees the freedom to choose the initiative that they are the most passionate about. Of course, this initiative must be in line with the business of the organization. Making a sales pitch, so to say. After the employees have given their truthful opinions then, the organization has to be responsible for implementing the needed actions. This will show the value of the employee interaction and you will work in a campaign that you are truly passionate about.



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What can your employer do to make CSR an amazing experience!

If you have the opportunity to choose a CSR campaign, make sure that it is not only a passionate project for you but that it will also sharpen new skills and help your professional growth. For example, running a fundraising event. This will provide you with event management and budgeting experience. You will learn on the spot. Being thrown into the fire is sometimes the best way to grow.

Push for campaign that are not only passionate but challenging for you and insure that they will be in correlation with the business activities. It won't hurt to advertise it a little also. Use social media properly. Do not expose too much of your company but just enough to create a buzz of your involvement in CSR.



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What can your employer do to make CSR an amazing experience!

Recognizing your efforts is very rewarding. Which employee does not want to be rewarded for to proper job that he or she has done. You don't have to push for it, but it will be nice if you know that your work will be valued the right way. So, pay attention to what your organization does to give back not only to society but to its employees as well. Even if it is something small, depending on the size of the business, from a lunch with the managers to a gift package or even a couple of days of will show appreciation.

These examples show that CSR campaigns can be big and expensive but also small and local. Any business can participate and the employees would love to be a part of something which make a difference. Especially, younger people. The important part is making sure that the program inspires you feel like you are part of something bigger.



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"The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well."



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