



# Introduction to CSR



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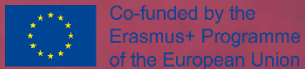


# What is Corporate Social Responsibility?

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)

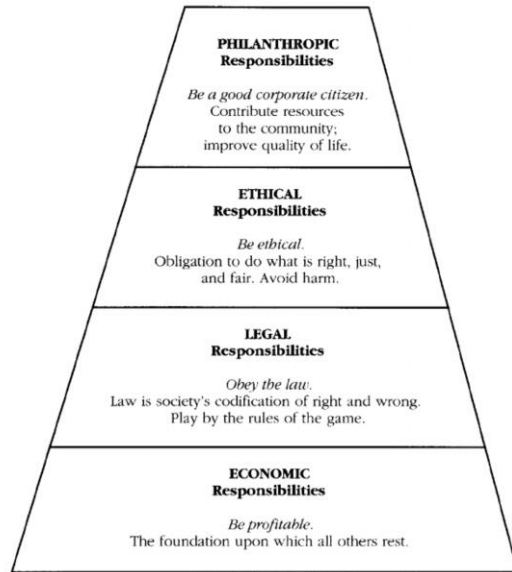


Figure: Carrol's pyramid of CSR, Carrol (1991)

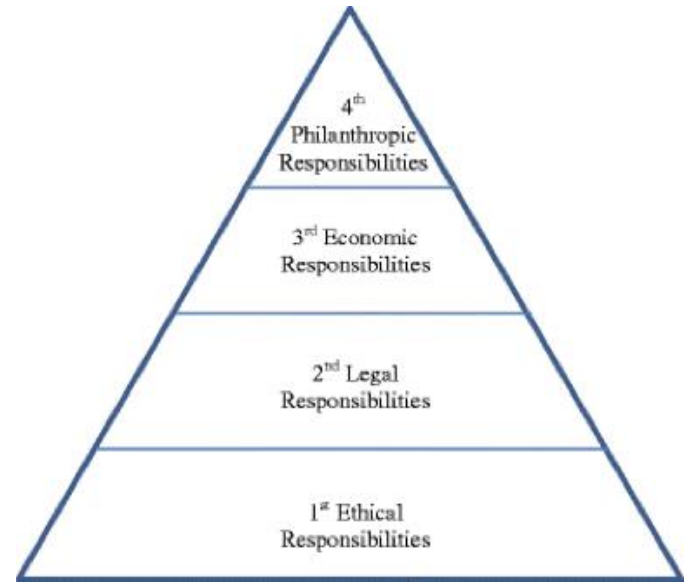


Figure: A reconstruction of Carroll's pyramid of CSR for the 21st century, Baden (2016)



**Three key pillars of Corporate Social Responsibility are:**

**Economic**

**Environmental**

**Social**



## Three key pillars: Economic

### 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](#)



## Three key pillars: Environmental

### 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.



## Three key pillars: Social



### 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.





**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	Brend 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.



**The relevance of CSR in the non-profit sector**



## Quiz

Non-profit  
organizations

Are not connected  
with CSR policies

Share the same goals  
with CSR

Are not interested in  
making partnerships  
with corporates  
through CSR  
programs

Use CSR to describe  
their good practices

The right answer is: *Share the same goals with CSR*



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## CSR and non-profit sector

The Corporate-NGO Partnerships Barometer 2013 showed:

**84% of companies** and **96% of NGOs** expect corporate-NGO partnerships to become more important for their organizations over the next three years



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## CSR and non-profit sector

CSR

Non  
profit  
sector

### Similar goals

To serve the public  
interest through the  
distribution of goods  
and services.



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## CSR and non-profit sector

Practices adopted by non-profit organizations

Equal employment opportunities for people from diverse backgrounds

Recycling and adopting environmentally friendly practices

Gender equality in the workplace

However, a lot of nonprofits tend to avoid the phrase '*corporate social responsibility*' because it is associated with corporate terminology and suggests a stigma that is associated with running things like a business.



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## CSR and non-profit sector

EVEN with the rapid growth and intense competition for in-kind and financial resources,  
the nonprofit sector **has not developed** a CSR framework that could create a stronger sector.

The absence of a CSR framework makes more room for fraudulent cases to take place, such as a nonprofit exposed for executing internal and external behaviors that are illegal, counterintuitive, or hypocritical to their mission.

Developing a CSR movement and framework can have a positive ripple effect across the entire sector.



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## An example

### CASE: Haiti

In late 2011, the Red Cross launched a multimillion-dollar project to transform the desperately poor area, which was hit hard by the earthquake that struck Haiti the year before. The main focus of the project was building hundreds of permanent homes.

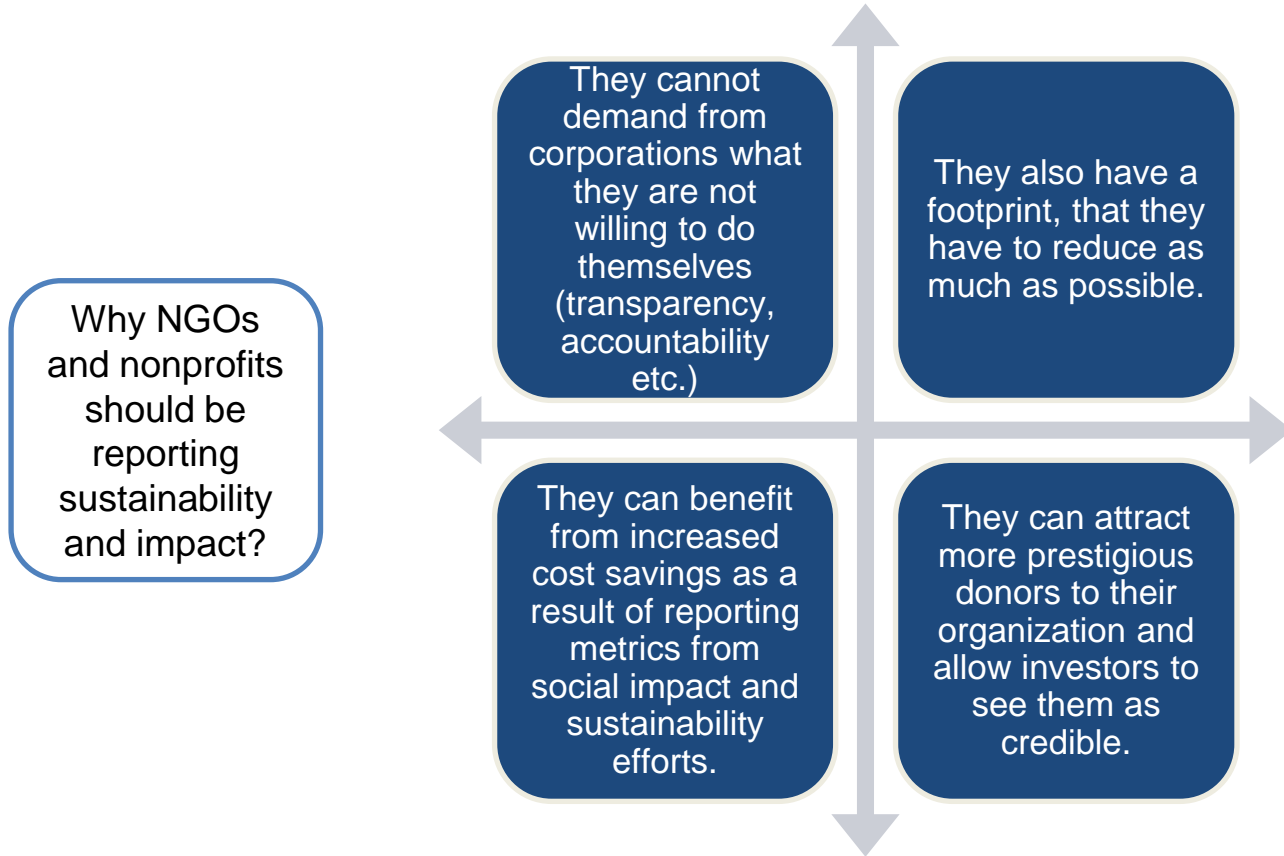
Though, the Red Cross says it has provided homes to more than 130,000 people, the actual number of permanent homes the group has built in all of Haiti: six.



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# Non profit sector and reporting sustainability



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**Things to consider when  
implementing CSR**

# Steps to Implement Corporate Social Responsibility

**Do Your Research** - To figure out what initiatives you should implement, start by researching past companies and see what they've done successfully

**Know Your Goals** - you're in the process of building a strong company culture if you don't have one already. Whatever the case, your corporate social responsibility goals should be in line with your company culture and be somewhat relevant to what your company does.

**Set a Budget** - Start by creating a budget for corporate social responsibility initiatives. Then research and estimate the costs of different corporate social responsibility ideas. It is good to benefit the community and your stakeholders, but it's important to do it in a way where it's financially responsible for your company (otherwise, you may not be in business long enough to implement future corporate responsibility initiatives).

**Create the Initiatives** - The best way for CSR to spread is to ensure that people actually care about it. Your staff might have some surprisingly good ideas on the corporate policies you can put in place.

**Get Buy-In from Your Team** - Once you've decided on what CSR initiatives to run with, you need to get your team on board. Show them how these initiatives will help the business grow and profit. Also explain exactly how these initiatives will benefit the community and stakeholders, as well as how it will benefit them. And why not allow your team to go out and get firsthand experience of plans you are putting in place?

Source: NEXA,  
Available at:  
<https://www.nexa.com/article/5-steps-to-implement-corporate-social-responsibility-in-a-small-business>

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

## How to apply CSR into the Sport Organizations?

1. Define your **mission** and why do you want to achieve it.
2. Define your **stakeholders** and what potential values you bring to them.
3. Define what **CSR means for your stakeholders** and how it relates to the mission and vision of your organization.
4. **Evaluate what your organization already does** in this field and who are the people/brands/initiatives you support.
5. Recognize which **CSR issues are most important** to you stakeholders.
6. Think about **minimizing your environmental** impact.
7. Arrange **priorities and focus** on them first.
8. Incorporate your **priorities into your overall business strategy** and approach.
9. Assess the **potential risks** by implementing a specific action.
10. Connect with your network and **communicate your CSR priorities**.



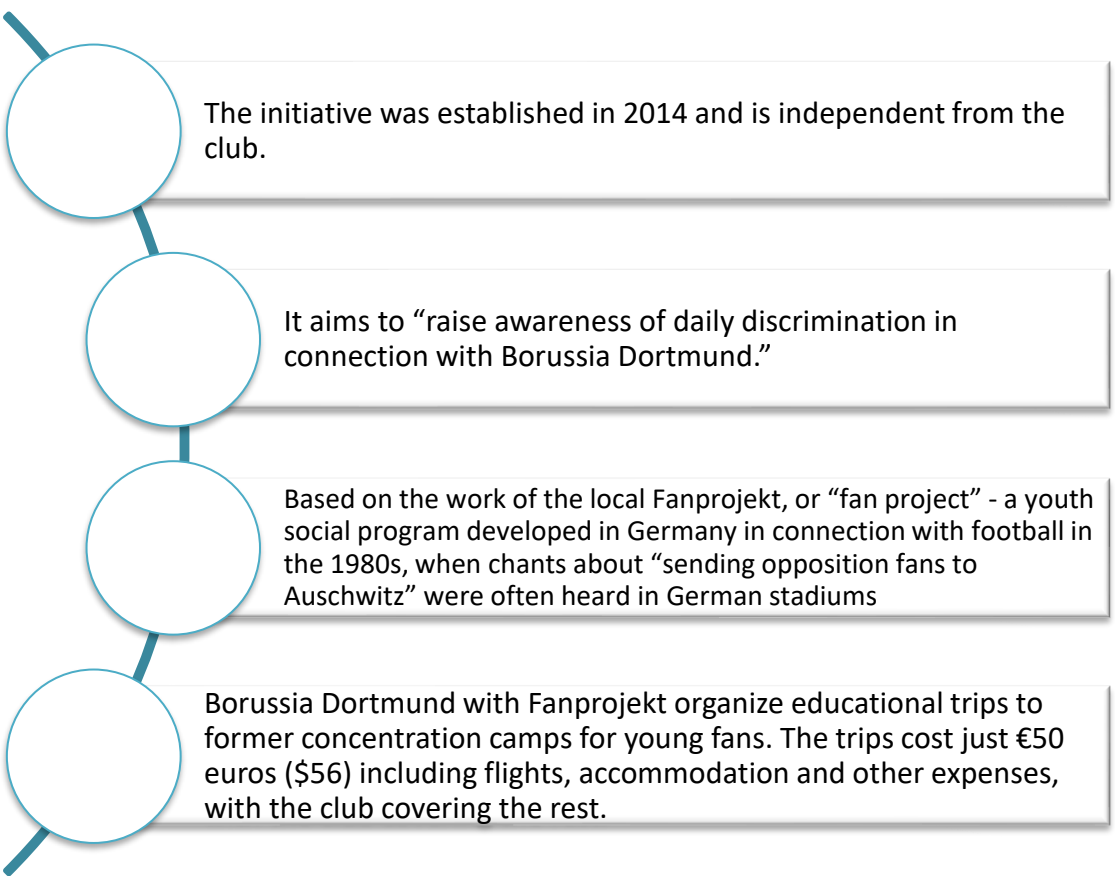
**CSR in action- Good practices of non-profit and small organizations implementing CSR initiatives**





# Borussia Dortmund

Borussia Dortmund support and strengthen the democratic, anti-racist groups and initiatives within their fan base. One example of such an initiative is **ballspiel.vereint!** - a play on words combining the club's full name, Ballspielverein Borussia, and the German word for "connects."



The initiative was established in 2014 and is independent from the club.

It aims to "raise awareness of daily discrimination in connection with Borussia Dortmund."

Based on the work of the local Fanprojekt, or "fan project" - a youth social program developed in Germany in connection with football in the 1980s, when chants about "sending opposition fans to Auschwitz" were often heard in German stadiums

Borussia Dortmund with Fanprojekt organize educational trips to former concentration camps for young fans. The trips cost just €50 euros (\$56) including flights, accommodation and other expenses, with the club covering the rest.

## World Athletics

In 2018, World Athletics - then known as the IAAF - teamed up with the UN Environment and the Climate & Clean Air Coalition (CCAC) to better understand the effects of air pollution on human health, establishing a five-year partnership to monitor air quality at approximately 1,000 athletics tracks around the world. Data collected at competition venues is now being used to develop a real-time air quality database, help runners choose the best times to run in their cities, assist event organizers' to design safer timetables, and to study the correlation between air quality and athletic performance. A monitor installed for last year's World Relays in Yokohama even led to a peer-reviewed scientific publication.





## The Ocean Race

As well as taking steps to reduce the impact of its own events, The Ocean Race is working to contribute towards scientific understanding of ocean health and the effects of climate change. Its race boats double as research vessels, collecting data on sea surface temperature, micro plastic concentrations and ocean acidification as they travel through some of the remotest parts of the planet. That data is then made available on an open-source basis, contributing valuable knowledge and unique insights to the international scientific community.

### RACING WITH PURPOSE

Our ocean is in crisis. We want to be a catalyst for change by accelerating the protection and restoration of our seas. Discover what The Ocean Race is doing here.



## Quote

“Reach out and help others. If you have the power to make someone happy, do it. Be a vessel, be the change, be the difference, or be the inspiration. Shine your light as an example. The world needs more of that.”

**Germany Kent**

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 is cast on the ground.

## Practical Activity

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

**15 minutes the following questions:**

- ✓ What your organization does when it comes to the CSR?
- ✓ Which CSR practices do you use in everyday work as a part of the Management?
- ✓ How can you improve work of your organization through decision-making process?
- ✓ Does your organization has CSR strategy?
- ✓ Do you think that CSR is important? Explain why.

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



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# GO SPORT

PROMOTING GOOD  
GOVERNANCE IN SPORT  
THROUGH SOCIAL RESPONSIBILITY



# Thank you for your attention.



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# Sport as ambassador of positive change in society



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# The importance of a social responsible management

*The link between management quality and CSR activities is nowadays very clear. Organization with superior CSR activities and management are the ones who act in the best interests of all of their stakeholders, from employees and customers to the community and government.*

*Management driven by stakeholder (as opposed to shareholder) interests requires the buy-in of the company's leaders. This buy-in leads to pro-stakeholder practices and policies that are socially responsible. For example, leaders' attitudes determine the ultimate ethical conduct or pro-employee actions of the company.*

*In short, if managers want their companies to be more socially responsible, the first step is to look at their management practices. Quality management focused on stakeholder satisfaction leads to quality social performance. This is very important also for sport organizations and associations when implementing activities which influence the local communities.*

# 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)*



## 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.



## 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.

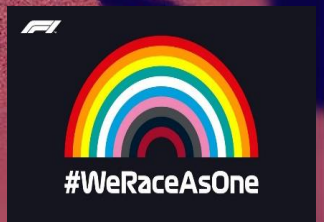
*It is assessed that CSR based events, or CSR promotions during sports events will results in positive results towards certain issues. Sport has a privileged role, by its nature, in promoting inclusion, equal rights and fight against racism and discriminations. It all starts by changing the language, 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.

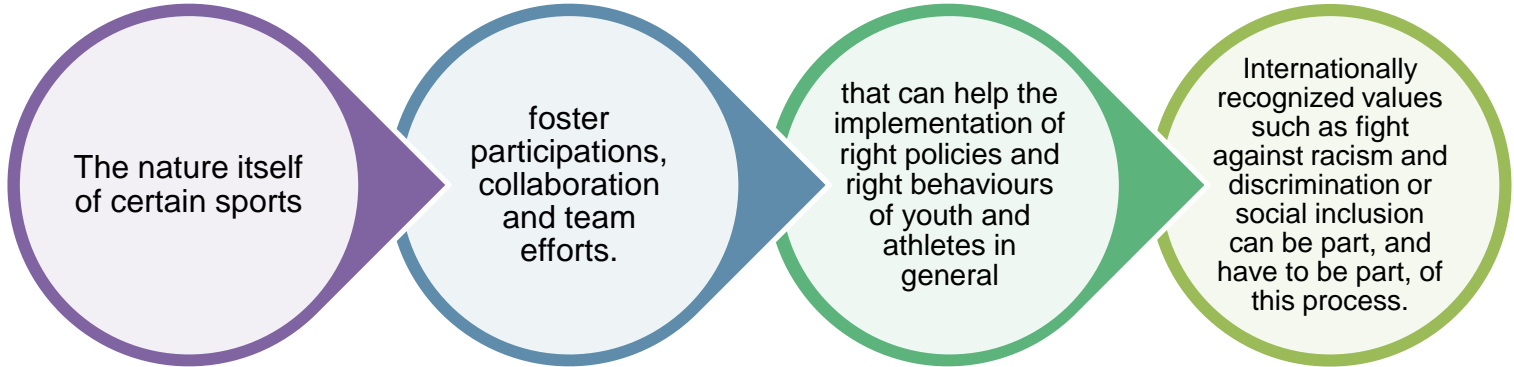
**Formula 1** (highest class –in terms of performance- of international auto racing for single-seater formula racing cars) has now adopted several action and CSR activities to promote social inclusion and fight against racism and any form of discrimination with their campaign “#WeRaceAsOne”.



## 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 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!*

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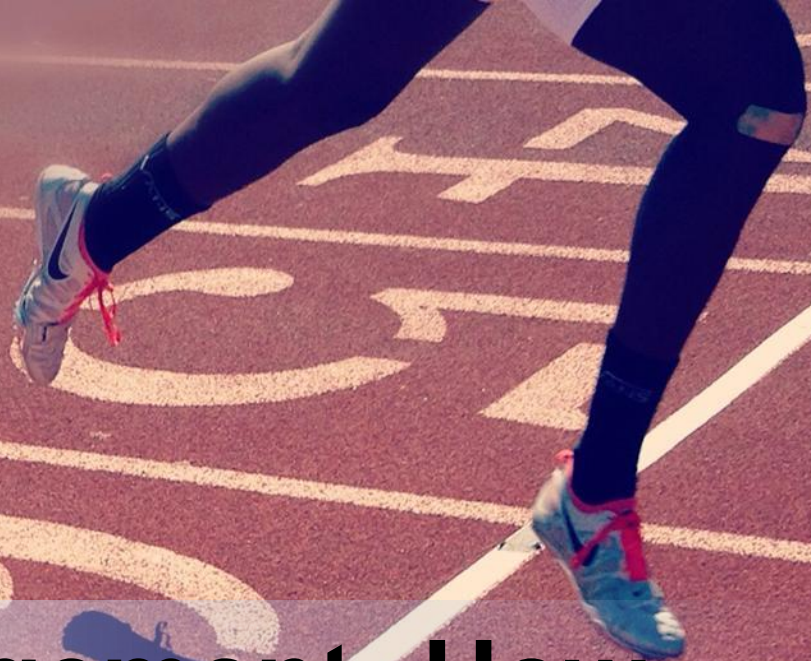
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# CSR in sport management: How sport is interconnected with CSR



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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



# The Growing Importance of CSR for Sport Organizations

- ✓ Sport organizations have realized the effect they can have and the contribution they can make to social causes and issues. They have thus broadened the scope of their work, expanding their operations beyond the athletics to make a social contribution.
- ✓ This transformation and realignment of approach derives from both a wish to serve moral and ethical standpoint, in a wish to support noble causes and those in need but also due to the realization of the benefits such endeavours can bring for them and their collaborators/sponsors also
- ✓ It is widely understood that the integration of CSR into sports fosters the competitiveness of an organization and creates additional value for its collaborators and sponsors.



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# The Growing Importance of CSR for Sport Organizations

- ✓ 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 sport – as well as its affinity and engagement with the community and its fans
- ✓ Thus, community relations and contribution to society and social causes have become an imperative for sports organizations.
- ✓ Sponsors are showing an increased interest in getting involved or undertaking social initiatives through sports
- ✓ As a result, numerous ‘socially responsible’ organizational activities have emerged that intend to benefit both the organization and society. Cause-related marketing and cause branding are two examples of these types of efforts.



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THROUGH SOCIAL RESPONSIBILITY  
**SPORT**



# The factors that promote the growth of CSR through sports

- Organizations are connected to the society
- The coverage and influence they have in the public sphere
- Their relationship with fans, authorities and sponsors
- Their pre-existing collaboration with private and public entities that wish to pursue social projects and actions
- They are seen as representatives of groups in society and influential ambassadors for the promotion of causes and messages
- Civil Society Organizations, Public Entities and private corporations understand the effect sport organizations can have in social projects and are trying to utilize it

# CSR Activities in & through Sport

Social contribution by and through sport organization may involve an expansive range of actions and initiatives.

The most commonly found types of such actions include:

---

Philanthropic/charitable donations

---

Awareness Raising campaigns and actions for a variety of social issues and causes

---

Community Development programmes

---

Educational Initiatives

---

Provision of support to individuals facing health issues

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Call for action by their supporters and fans

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Athlete volunteerism and activism

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Antidiscrimination campaigns



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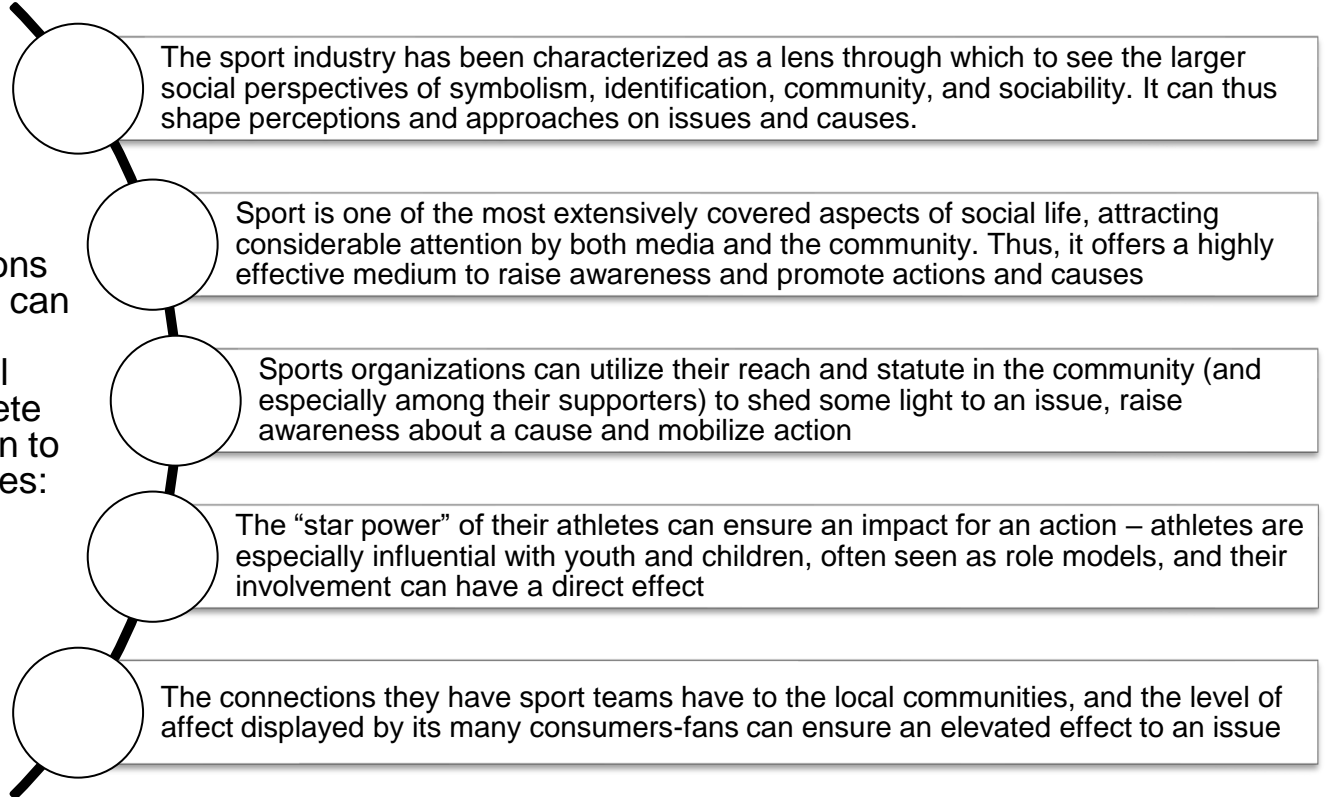




**Why do and should sports organizations engage in CSR activities?**

# Sports organizations' contribution

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

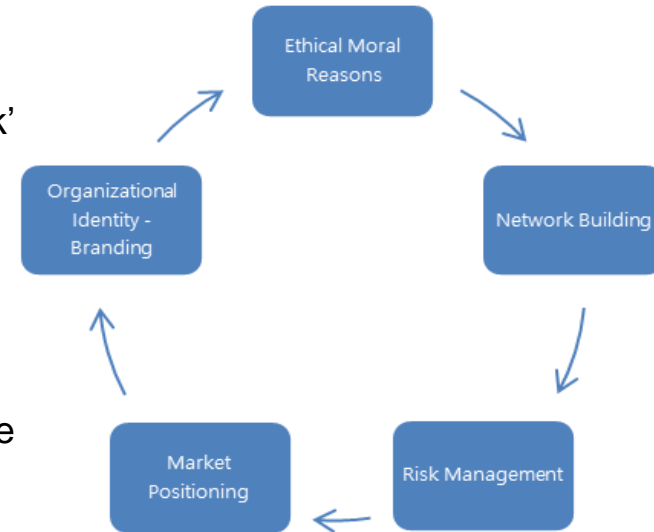




# Reasons for their involvement in CSR actions

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





## Benefits from CSR actions

- ✓ The use of a club's local and national outreach to do good is something that can improve a club's position in the local community but at the same time shine a light on important issues
- ✓ By implementing CSR in sports, a club can make itself more valuable to its community and city, which in itself helps a club to further brand itself.
- ✓ Big international sport organizations – e.g. UEFA, NBA, Barcelona, Manchester United - can, through their CSR work, have a global outreach and even bring about knowledge on an issue on a whole other scale than most other companies. 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.
- ✓ It has become evident that by integrate CSR to their workings, sport organizations can develop strong and healthy relationships with their communities





## Optional or necessity?

Engaging in CSR activities is now deemed a necessity for sports organizations:

- ✓ 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 in order to elevate their affinity with them
- ✓ Stakeholder and fans-consumers' dissatisfaction with a firm's CSR performance may negatively influence an organization's image.
- ✓ Demands on business' to address and respond to social concerns are an increasingly important component of modern business and an instrumental aspect of CSR

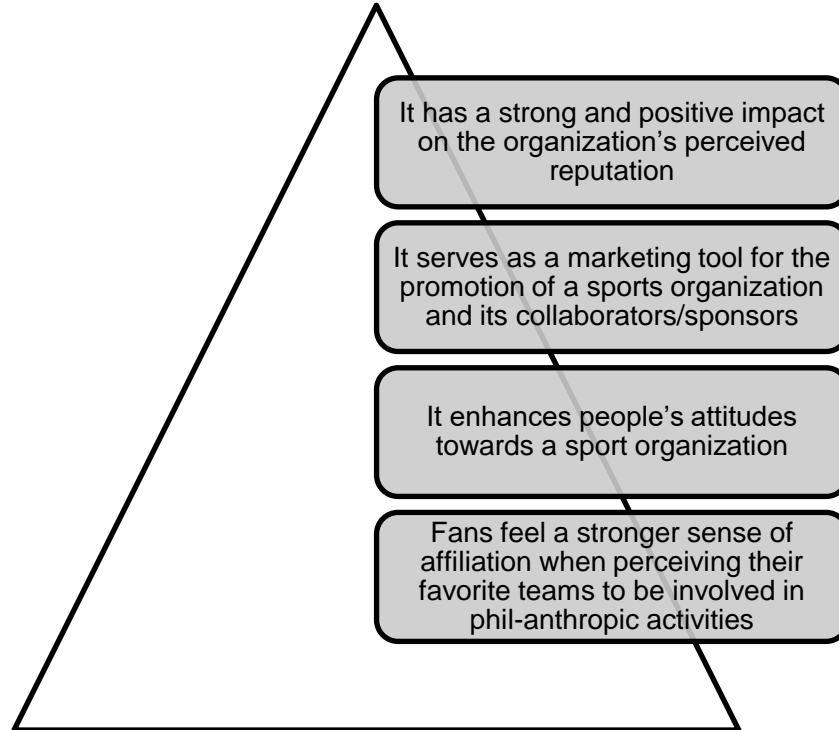


# **The Benefits & added value of CSR for sport organizations**



# The added value of CSR for Sport Organizations

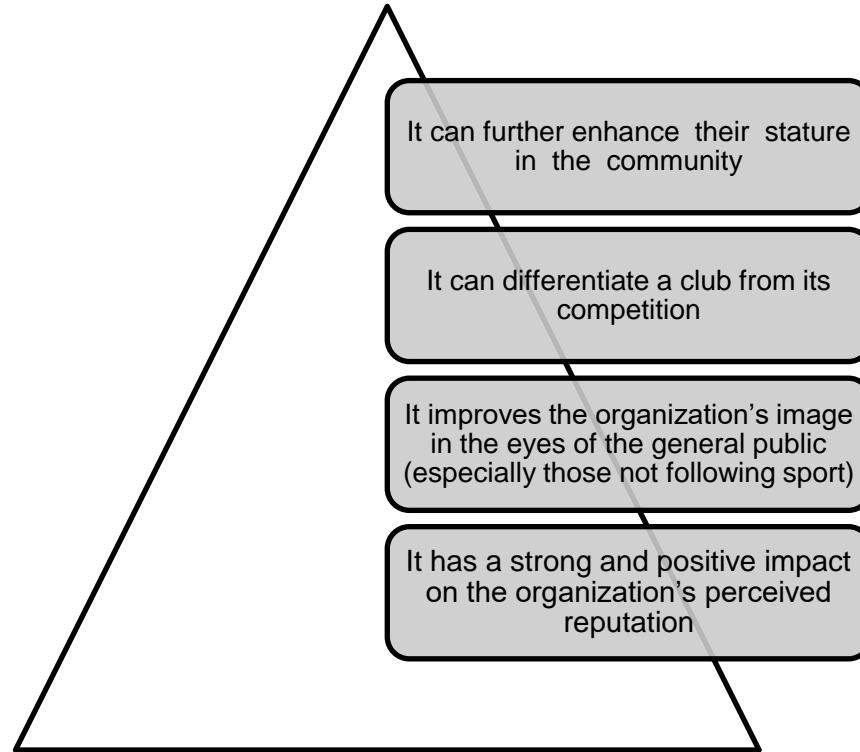
Integrating CSR into their workings and operations can generate intangible strategic benefits for sports organizations:





# The added value of CSR for Sport Organizations

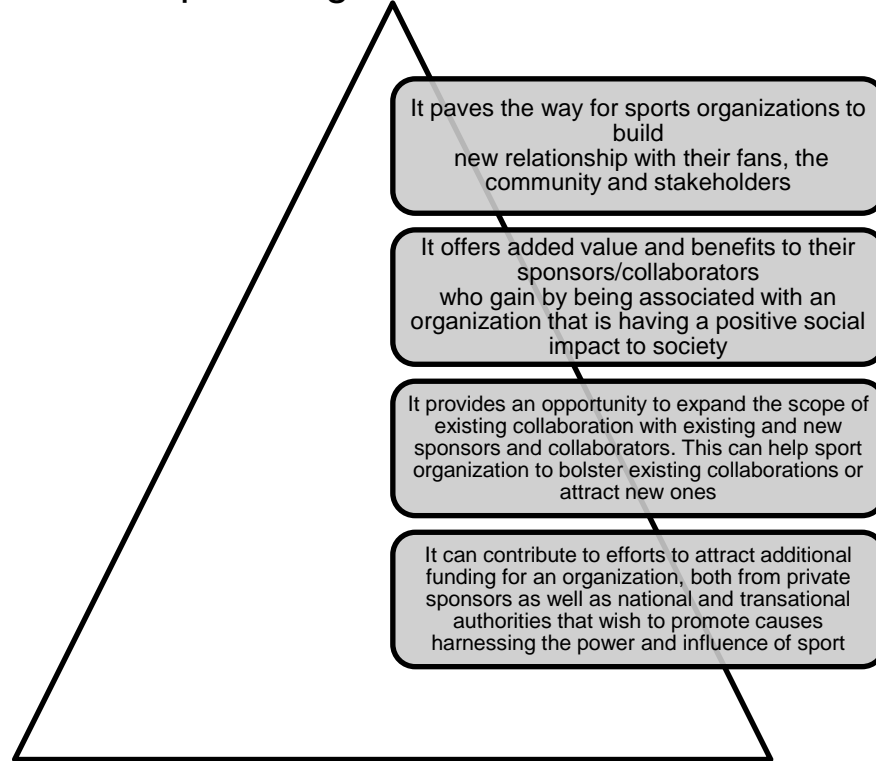
Integrating CSR into their workings and operations can generate intangible strategic benefits for sports organizations:





# The added value of CSR for Sport Organizations

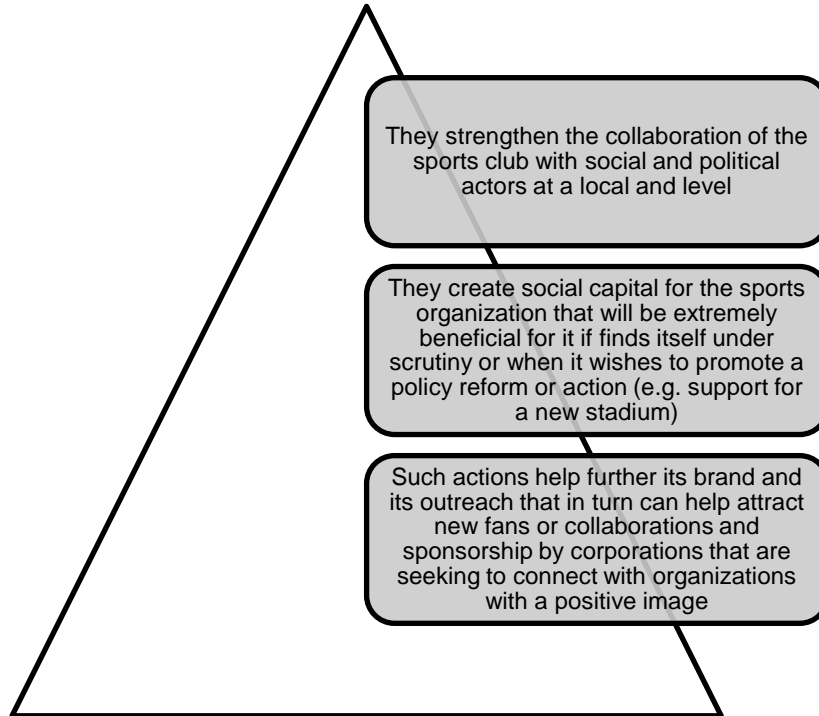
Integrating CSR into their workings and operations can generate intangible strategic benefits for sports organizations:





# The added value of CSR for Sport Organizations

Integrating CSR into their workings and operations can generate intangible strategic benefits for sports organizations:





# **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



## 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



**Think Big – Examples of CSR  
Actions & Projects in Sports**



# NBA CARES

NBA Cares is the league's global social responsibility program

The program works nationally and internationally carrying out actions or supporting projects in a wide array of issues.

Its work covers the following fields:

- Health, Wellness & Promotion of Active Lifestyle
- Mental Health
- Social Justice
- Community Engagement
- Education
- Youth and family development
- Protection of the environment

For more info: <https://cares.nba.com/mission/>





## Barcelona – UNICEF Partnership

FC Barcelona is UNICEF's corporate partner since 2006, in a partnership that has so far brought €19 million in revenue for the agency's programs to improve the lives of children around the world

As part of the collaboration, Barcelona FC features the Unicef logo on its jersey and donates €1.5 million to the organization's projects every year.

The two parties also collaborate to promote sport to development and are also working together in education projects in Ghana, Brazil, South Africa and China. This commitment to UNICEF extends to individual players and Leo Messi acts as an advocate for vulnerable children visiting various countries and sites around the world to raise awareness and support UNICEF.

More Info: <https://www.unicef.org/partnerships/fc-barcelona>  
<https://foundation.fcbarcelona.com/alliances/unicef>

# Sports for Climate Action

UN Climate Change, in collaboration with the International Olympic Committee, launched a climate action in the field of sports that aims at supporting and guiding sports actors to take an active role in achieving global climate change goals.

The Agency invites governing bodies, sport federations, leagues and clubs to join the initiative and contribute to developing the climate action agenda in sport.

Sports for Climate Action works towards two overarching goals:

- Achieving a clear trajectory for the global sports community to combat climate change, through commitments and partnerships according to verified standards, including measuring, reducing, and reporting greenhouse gas emissions, in line with the well below 2 degree scenario enshrined in the Paris Agreement;
- Using sports as a unifying tool to federate and create solidarity among global citizens for climate action.

More info: <https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action>



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# GO SPORT

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# Thank you!



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CARDET



cesie  
the world is only one creature

IDOP





# How to implement CSR policies



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# Corporate Social Responsibility- Design and Implementation



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# Learning Objectives

<b>Identify</b>	the drivers of companies CSR activities
<b>Recall</b>	the main existing frameworks on CSR design and implementation
<b>Develop</b>	CSR programs
<b>Measure</b>	the effectiveness of a CSR program
<b>Distinguish</b>	the types of partnerships on CSR programs



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# 1. FRAMEWORKS ON CSR DESIGN



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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

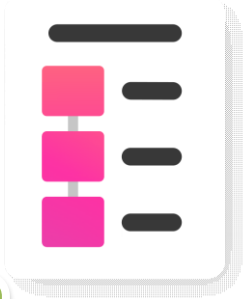
## Implementation

## 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”.*

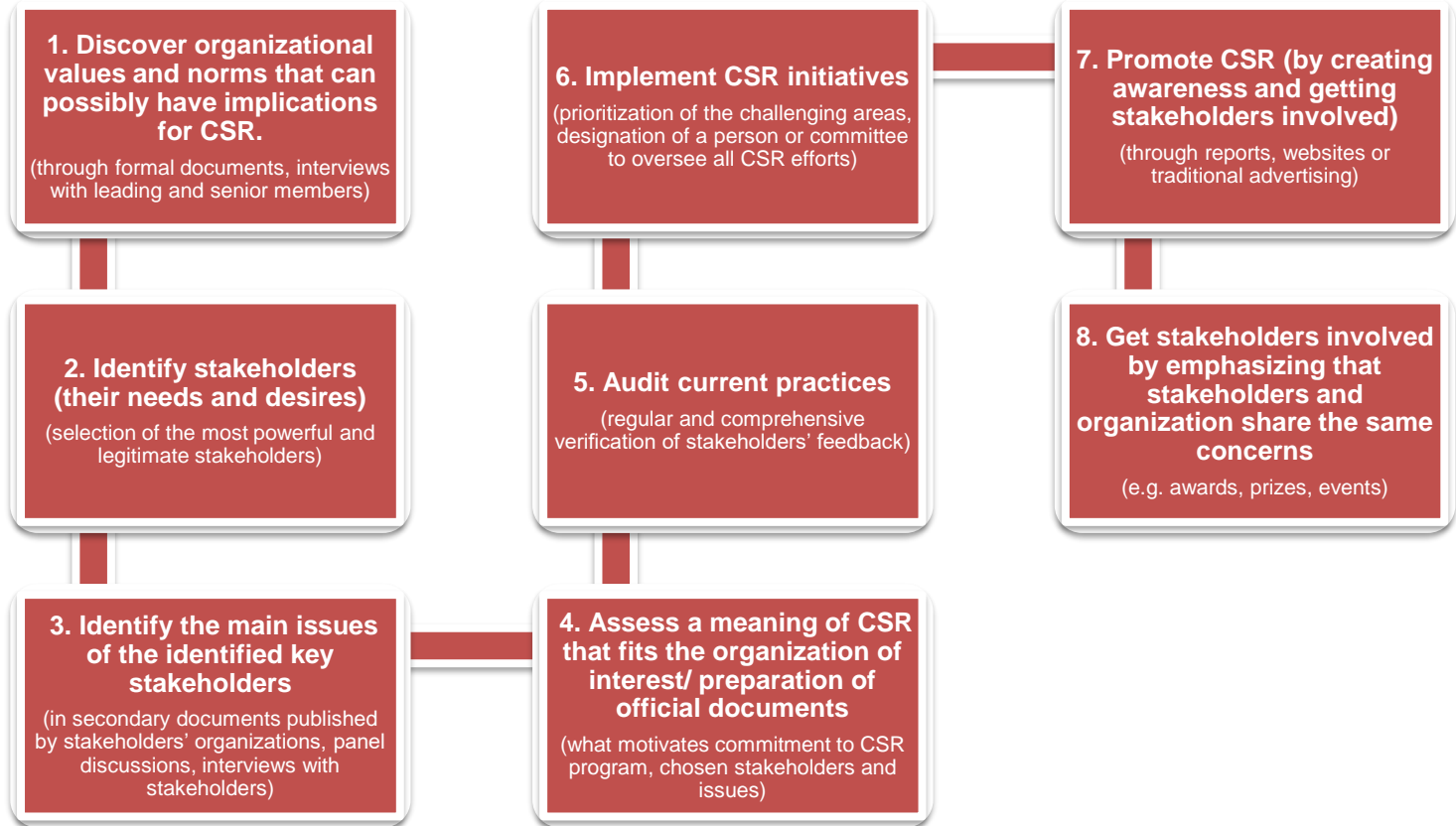
*Stakeholders’ feedback can help reassess the first three steps of the CSR management process. At the same time, it is used during the next audit, making it necessary for steps five to eight to be performed at regular intervals.*



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



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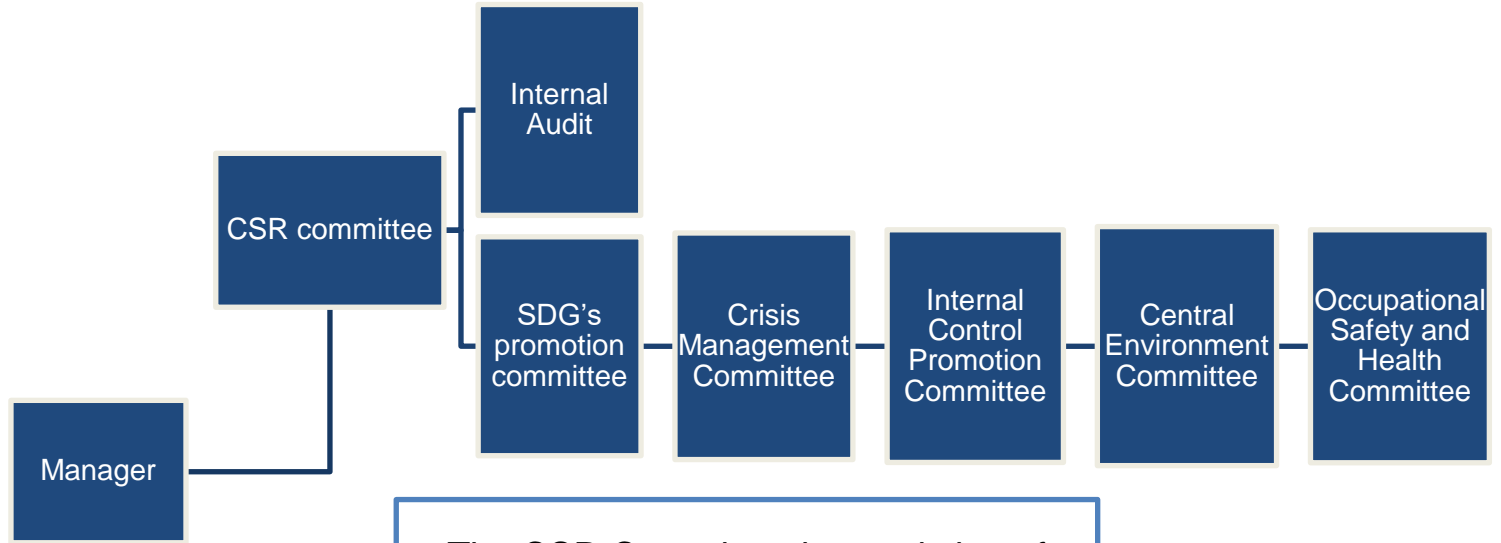
# 2. ORGANIZATIONAL STRUCTURE FOR CSR IN SPORTS ORGANIZATIONS



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# A proposed organizational structure for CSR



The CSR Committee is consisting of General Managers and controls the entire CSR activities.



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## A proposed organizational structure for CSR

---

**Basic  
Policy**

**Compliance with management  
principles**

---

**Economic, legal, and ethical risk  
control**

---

**Disclosure of activity results and  
discussion with various stakeholders**

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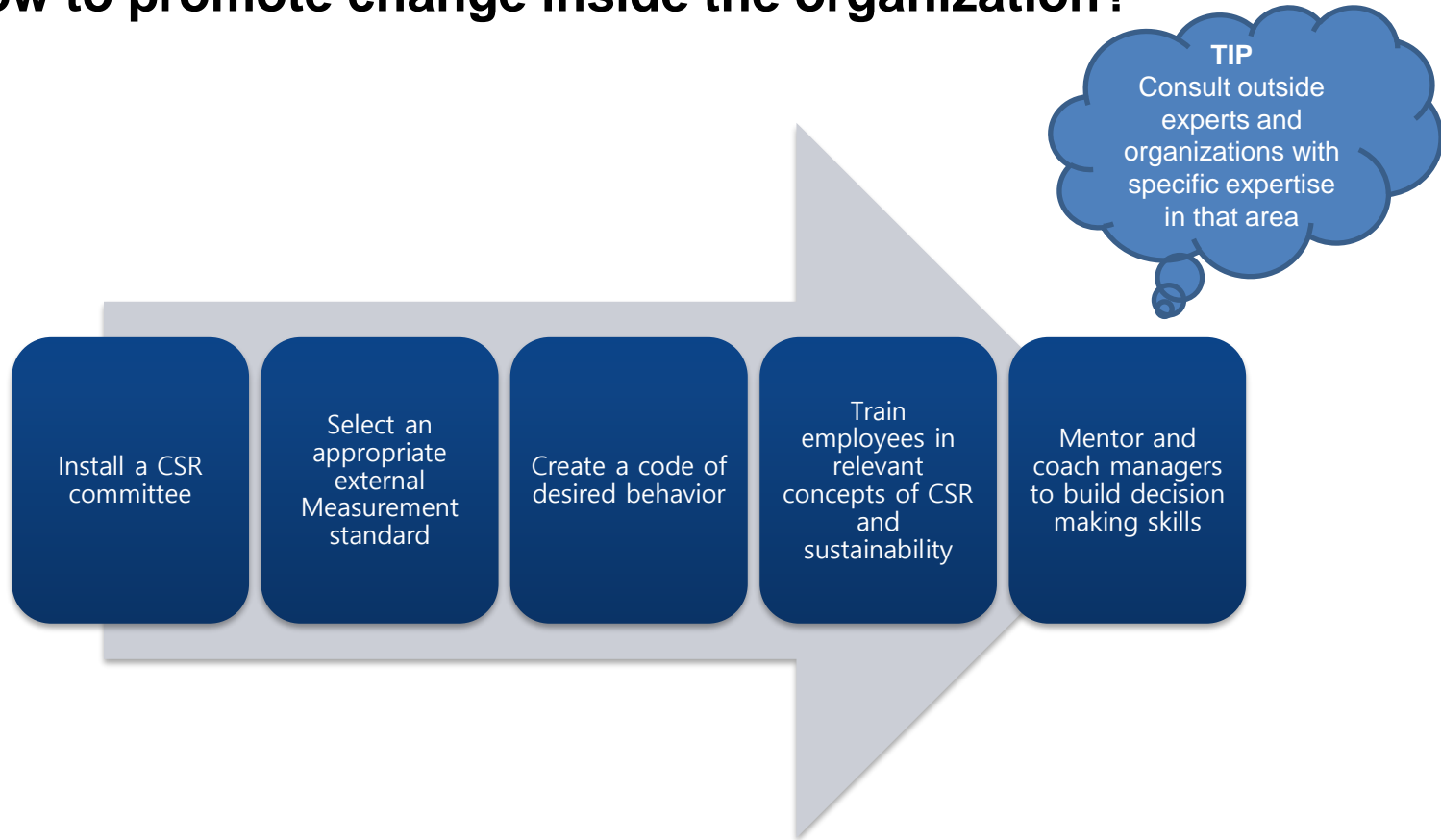


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# How to promote change inside the organization?



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# 3. TIPS TO DEVELOP A CSR PROGRAM



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# Tips for the development of sustainable CSR Programs

**Build your strategy around your sports organization's core competencies.**

**Recognize issues that matter to your customers, fans and audience.**

**Develop CSR initiatives that will make your employees proud.**



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# Tips for the development of sustainable CSR Programs

**Measure the ROI (return on investment) of your CSR efforts for the C-suite (CEO, CFO, COO, CIO) and your investors.**

**Expand your company's definition of CSR.**

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



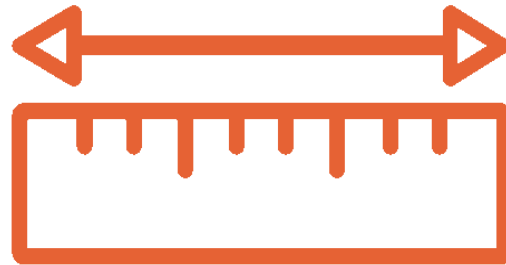
Make sure to develop an organized framework for reporting that links efforts back to strategic priorities for the business will inform your C-suite and investors if your CSR efforts are affecting your company's performance.



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# 4. HOW TO MEASURE A CSR PROGRAM SUCCESS



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# Global Reporting Initiative

**GRI** is an independent, international organization that provides businesses and other organizations with the global common language to communicate their impacts.

The use of GRI standards for reporting increases accountability and enhances transparency on their contribution to sustainable development, as their CSR initiatives are clearly outlined and measured. **Transparency** and **accountability** is essential for continuous improvement as well as for stakeholder relationships.

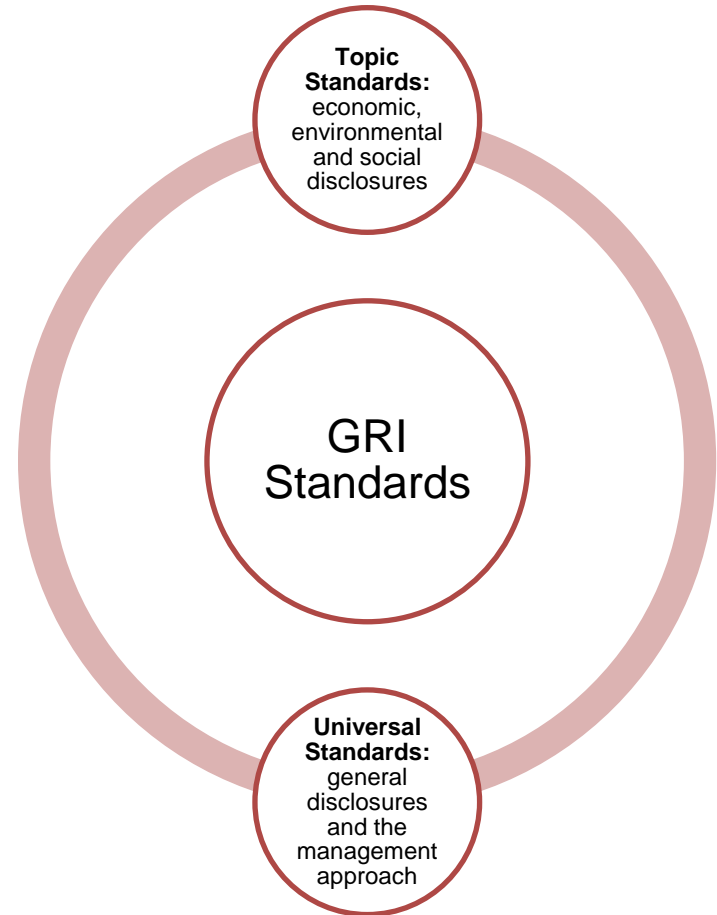


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# GRI Standards

- **Standards** provide information about organizations positive or negative impact on sustainable development.
- They are designed primarily to be used as a set, to prepare a sustainability report focused on material topics.



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# Preparing a sustainability report

A sustainability report should include

GRI 101

GRI 102

Report

GRI 103

One material topic



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# Preparing a sustainability report

**GRI 101:** includes requirements for preparing a sustainability report in accordance with the GRI Standards

**GRI 102:** Includes information about an organization's profile, strategy, ethics and integrity, governance, stakeholder engagement practices, and reporting process.

**GRI 103:** Management approach

**Material topics:** Economic, environmental, social



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You can find additional information here:

<https://www.globalreporting.org/how-to-use-the-gri-standards>



# 5. HOW TO CREATE SUCCESSFUL CSR PARTNERHIPS



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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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## CSR Partnerships case study: TOMS shoes

- TOMS Shoes is widely known for its Corporate Social Responsibility plan.
- The company was founded with a corporate social responsibility program that is inseparable from its mission.
- During its first year in business TOMS sold 10,000 pairs of shoes. Today, TOMS gives shoes in more than 50 countries.
- TOMS works with charitable partners who incorporate shoes into their health, education, hygiene and community development programs.
- TOMS' efforts are focused on environmental and social impacts of every aspect of their operations.

**One for one concept**  
When customers buy a pair of TOMS Shoes, they deliver for free a pair of shoes to a child in need.



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## CSR Partnerships case study: TOMS shoes

### Distribution of TOMS shoes to the children

- The majority of distribution comes from TOMS strategic partnerships with non-profit organizations with significant on-the-ground capacity. These organizations have been key to the success of the TOMS model.
- They are responsible for deciding to which countries and people TOMS Shoes will be given. TOMS plays a very small role in this decision process, but rather encourages their chosen partner to determine best placement for their donation.
- They are responsible to find “communities that will benefit most from TOMS shoes due to economic, health and educational needs and where local businesses will not be negatively affected.”



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## CSR Partnerships case study: NBA cares

### Hoops for Troops

**Goal:** honor active and retired service members and their families

**Partners:** Department of Defense, USO, TAPS and other military and veteran-serving organizations

### Mind Health

**Partners:** Child Mind Institute, headspace, JED, CRISIS TEXT LINE, Kids Help Phone, MHA etc

### NBA FIT

**Goal:** provides diverse health community experts and fitness information

**Partners:** National Basketball Coaches Association, NBA Strength and Conditioning Coaches Association, NBA Physicians Association



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## CSR Partnerships case study: NBA cares

### NBA Green

**Goal:** generate awareness and funds for protecting the environment

**Partners:** Greens Sports Alliance

### NBA Voices

Since February NBA celebrates Black history and support the ongoing pursuit of racial justice by taking leaguewide action that centers the voices, experiences and perspectives of Black players, coaches, employees and fans.

### WNBA Cares Community Assist Award

The WNBA Cares Community Assist Award traditionally recognizes an individual who best reflects the WNBA's passion for making a difference in the community.



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# 6. How to evaluate the process and the outcomes of your initiatives



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# How to evaluate your CSR program

1. Benchmark your business against others

2. Refine your tools and metrics as you go

3. Use key performance indicators (KPIs) to measure along the way

4. Settle on clear outcome goals at the outset

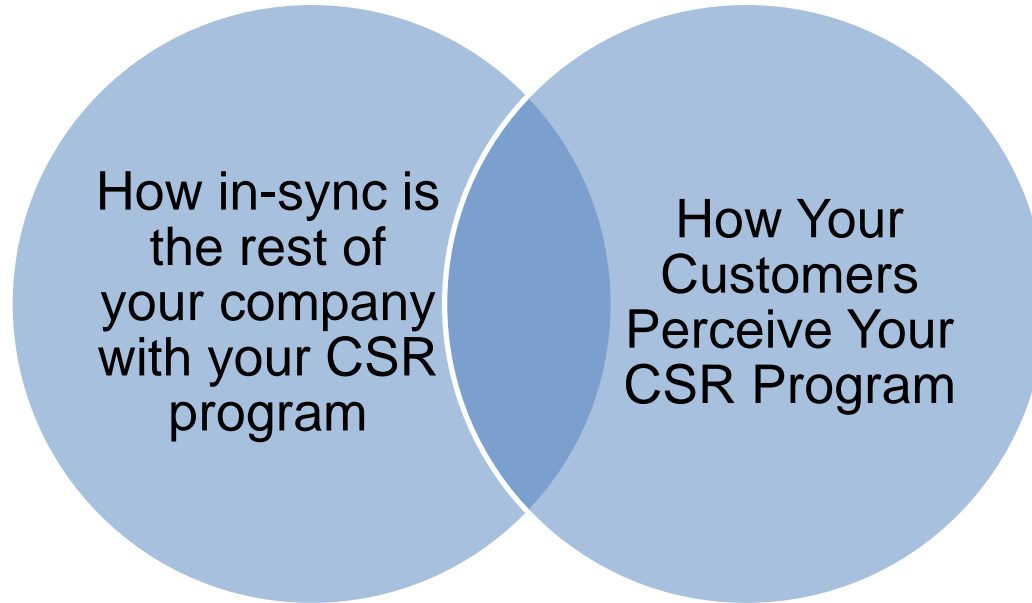
5. Employ recognized industry-standard measures



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# How to evaluate your CSR program



A CSR program cannot be evaluated without taking into account two important parts: **our people** and **our customers**



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# How to evaluate your CSR program

You must be sure that:

- The values that are promoted by the CSR department must be in sync with your company's value.
- The rest of your company knows them, understands them & lives by them.

That will help you make sure that you also decreasing the unintended negative impact created by your company. It will lead to wider acceptance of your team's work among the rest of the company.

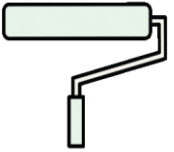
In order to do this, you might need to do quantitative or qualitative surveys to understand their current understanding, actions they take & even how satisfied they feel about the company's CSR activities.

Seeing how your customers perceive your CSR program can help you evaluate the effectiveness of your program.

It could also help you gain their support and it could help you engage them with your CSR program.

## **An example:**

The Body Shop Indonesia, which does not just involve its employees in volunteer programs but also their customers. That's one of the reasons The Body Shop is counted as one of the top companies with effective CSR and high ESG.



## 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\\_barterter.pdf](https://gps.ucsd.edu/files/faculty/gourevitch/gourevitch_research_barterter.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://www.mindtools.com/pages/article/newSTR_51.htm)
- <https://cares.nba.com/>
- <https://blog.submittable.com/corporate-social-performance/>



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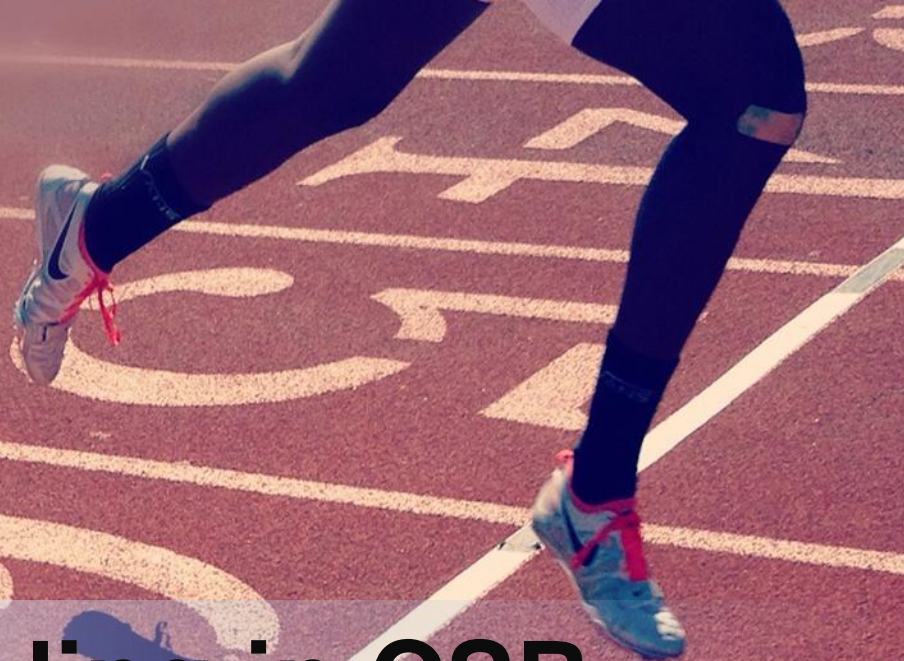


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# Importance of branding in CSR



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# Branding of a 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 are 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).



# CSR as a Tool to address negative publicity

- ✓ An organization can address and minimize negative perceptions or backlash by engaging corporate social responsibility
- ✓ Investing in social responsibility initiatives can help build good will for the organizations and strengthen the public's
- ✓ Through CSR, organizations can put forward positive stories about their workings and operations conveying to the public a more diverse and positive image
- ✓ CSR is also seen as an expression, from an organization's part, to have a positive contribution in society mitigating the effects of the negative publicity it may be facing
- ✓ However, it is important for organizations to have in place long-term CSR strategies so to ensure that such actions are not seen as insincere. Their CSR work should convey a genuine commitment to having a positive contribution to social issues and they should not be seeking or expecting immediate returns



# Branding of CSR initiative-How to do it?

Here, we will share several ways and tips through which, your organization can adapt Corporate Social Responsibility into the strategy:

The main and probably most important advice is **choosing the right cause**. Not every CSR campaign can be suitable for your business or sports organization. And you also cannot “*jump in*” into every CSR opportunity. So, look for the one that best suits your business and what you stand for, and pursue it. Maybe something connected with the heritage or folklore of the local community. For example, the football team – Bayern Munich, and their collaboration with ADIDAS to form “FC Bayern Hilfe e.V.”. The aim is to actively and openly communicate the social activities of the successful club. To prevent alienation of professional football from its supporters and reassure local roots through symbolic means of their connections and heritage a good example is the regular appearance of Bayern Munich players jumping into *Teutonic* folklore leather pants.



## Branding of CSR initiative-*How to do it?*

Another advice is to **get everybody in the organization involved**. All the departments have to be on the same page in order to contribute to the CSR campaign. When the management team and the staff are on the same page, this creates synergy and consistent communication with customers. This helps your brand to appear more authentic too. As an example, another football team, this time in Bulgaria – PFC Lokomotiv Plovdiv, and the collaboration with the fanbase of the team. Lokomotiv Plovdiv works with local foundations in the city of Plovdiv in order to raise awareness for health issues or initiatives related the COVID 19 pandemic and the fans are responsible for delivering food and raising money for the people who lost their jobs during the pandemic. This initiative showed great dedication and authenticity.



## Branding of CSR initiative-*How to do it?*

Social Media is one of the key marketing tools in the 21<sup>st</sup> century. Without saying, **your organization has to make sure to use it to the fullest.** But, you have to be careful. You can't just "brag" about what you are doing for the society, otherwise people will realize it is for publicity and that you are not authentic. Make sure that your post and usage of social media is in a genuine way. Examples of the Major League Baseball in the US show how all the teams are trying to combine their efforts in order to collectively tweet about certain campaigns. This shows that the whole league is concerned about certain societal issues. Not just one member or one team!



# Branding of CSR initiative-*Making a plan!*

Your plan has to have in mind - "How can we contribute in the right way, differentiate ourselves and make sure our brand stand". By showing your customers that you stand for something, you establish your business as something that exists for reasons that are bigger than simply "making profits":

**Vision** is the word that separates people and organizations. By having a "clear cut" perspective of what your organization is about and then having a vision for what you want to become. How can you execute the campaign. Then make sure to communicate this vision towards your employees – management and staff, so they can feel part of this vision. As mentioned, they will fill more useful, inspired and productive. They will know, what they are striving for. This creates the team and unites the forces. Again, don't just go into every CSR campaign. Have an understanding of your business and then visualize what will best suit your goals.





## Branding of CSR initiative-*Making a plan!*

After you have decided and inspired your troops, now you have to ***“Walk the Walk”***. Start being actively involved with the things that are connected to your brand. Basically, it is what you do, not what you say. Like telling people that you care about the environment. You have to show people that you mean it. Donation to an environmental research project, maybe working on green initiatives for your office just make sure that your staff recycles and has all the required tools to do so. This will show that you actually mean what you say.



## Branding of CSR initiative-*Making a plan!*

**Monitor your initiatives carefully:** While your CSR program should always be more than just a marketing strategy, every initiative needs to be properly **monitored**. The CSR campaign should always be more than just a marketing strategy but still, you have to monitor how it affects your reputation. Whether your campaign is actually resonating with the audience. Is it reaching the target group? Does it contribute to your brand loyalty, positioning etc. When you monitor and report the results properly, you will see how does your CSR campaign work and whether you need to change something!



# How does CSR contribute to you sports brand!

As mentioned above – CSR is extremely useful for creating competitive advantage and differentiation. On the other hand, sports already has the power to unite people and create environments for enhancing social capital. When it comes to strategy and commercial angles, CSR, can absolutely be applied in sports as an innovative tool to achieve profitable value creations. Your sports organization can be involved in CSR program outside of sports or if the campaign is related to physical education, your sport organization will feel right at home. It is the called S-CSR. FIFA, for example, created “*Football for Hope*”. This initiative uses football to contribute for better social development, offering funding, coaching, facility building and free equipment.



# How does CSR contribute to you sports brand!

Sport provides a unique setting for a CSR campaign. The sport organization, especially professional ones, just have more commercial appeal than the corporate world. More youth – appeal, cultural integration, promote better environmental and sustainability awareness, and probably more media attention. There is definitely significance of sport as a tool for community development. **This enhances the public image of sport organizations** and consequently more and more CSR programs are established whether they are established through sports, or through other partnerships.

Another football example is Liverpool and their efforts to work with the community in order to renovate the Anfield area or, as mentioned above, PFC Lokomotiv Plovdiv, but this time the women's team, and their *"Together in Prevention"* initiative which strives to raise awareness for breast cancer and the fight for it's prevention. The club uses its commercial appeal and platform to address a health issue and simultaneously promotes female football in Bulgaria.

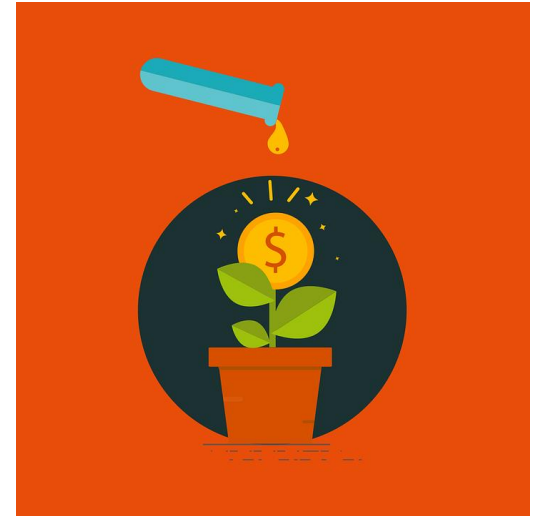


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# Economic Benefits of CSR!

The good thing about CSR is that it not only contributes to society and your own commercial appeal or brand loyalty, but also has economic benefits no matter what sport organization or business it is. The benefits of CSR have been a subject to many studies. 68% of the results from these studies show the positive relationship between CSR and the financial performance of the organization. Researchers from London Business School and Harvard University can be used as references.

The main goal or purpose of a business is to create value and profits for owners and shareholders but, nowadays, business have realized that economic benefits arise not only from maximizing short-term profits but also investing in environmental protection.





# Economic Benefits of CSR!

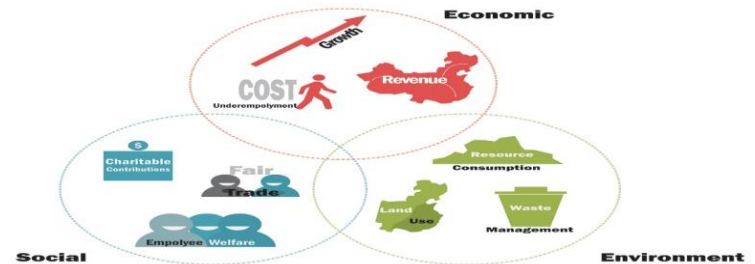
If your CSR campaign is related to the environment then most likely you will reduce the resources consumption and pollutant waste. This will reduce the energy bills, costs of raw materials and decontamination and contribute for better competitiveness and profit. When it comes to this environmental investments, in the environmental field, they are known as double profit opportunities - for business and the environment. The reputation of the company, because of those cost saving through environmental changes, turn for the better. Not only that, but the results from surveys point out that people who know that the products are coming from an environmentally contributing and socially conscious company are willing to pay more. One if five people has influenced purchasing decision depending on the SCR of the company.

This realization has arisen from several factors. Globalization, for example, has broaden the business activities and the organizational complexity. New responsibilities are now in action, particularly for the developing countries. The CSR policies within the EU have the potential to bring the most impact and best possible investments towards those countries. The goal is for Member States to develop more and more CSR initiatives and to increase the supply chain and participation of EU companies.

# Economic Benefits of CSR!

Investing in knowledge programs and knowledge development will lead to better workforce. More dedicated workforce. Employees would like to stay with the organization because, as mentioned above, they will feel like they are making a difference. This means that costs will be reduced from recruitment and retraining. Then, there will be reduced social security contributions for newly hired staff employees and they will be more involved and motivated and, as a result, they're more productive. The better the reputation of the firm or sports team, the easier it is to recruit employees – management or staff.

More and more involvement in community will generate positive press release and more CSR campaigns can be initiated. This will lead to better relationship with the higher authorities and possibility for future business. CSR can also contribute to more competitiveness and reduces the risk of sudden damage to their reputation and sales. Investors may be more willing to provide financial resources to such firms as a result. CSR initiatives stimulate industry-driven R&D and trigger entrepreneurship, competition and market expansion. They also develop new markets for our goods and services. In addition, CSR activities in R&D advance innovation in our primary industries and expand value-added opportunities.





*"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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