

# Trainers' Handbook

Educational frameworks for the implementation of the course in the context of Intellectual Output 4



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# 1. Introduction to GoSport

Sport can play an important role in combating discrimination and promoting human rights, tolerance and social inclusion. In this context, it is crucial to enhance sports organizations' abilities to implement socially responsible behavior.

**GoSport** is a European initiative aiming to encourage **social inclusion and equal opportunities in sports** by improving **good governance within sports organizations**. In order to contribute to the improvement of good governance in sports organizations in Greece, Bulgaria, Croatia, Cyprus and Italy, GoSport aims at:

1. Enhancing the capacities and awareness of sports clubs/organizations, professional and semi-professional sports teams and clubs on implementing good governance principles through social responsibility, focusing on participation and inclusivity irrespective of gender, race, disability or age, and the promotion of human rights.
2. Improving knowledge on how sports organizations interpret, manage and prioritize social responsibility issues – especially in terms of combating violence, tackling racism, discrimination and intolerance, and encouraging social inclusion and equal opportunities – how organizational governance influences social responsibility and how social responsibility is communicated within the organizations.
3. Providing tools to sports organizations and professionals for understanding the relationships among the organizations, its stakeholders and society, and integrating socially responsible organizational governance practices.
4. Promoting the participation and inclusivity principles in sports through responsibility.

# 2. Introduction to the publication

The purpose of this document is to present to provide to the trainers who wish to implement the GoSport educational program for for-profit sports organizations, with the necessary tools to do so.

In this document, trainers will find the educational frameworks, the methodology, suggested activities and bibliography in order to successfully implement the course.

The publication is divided into four parts: the methodology, the frameworks, the activities and the bibliography.

## 3. Methodology for face-to-face & online trainings

### 3.1. Target group

The training package was designed for professionals working in large-scale, for-profit sports organizations such as Corporate Social Responsibility Managers, administrative and technical personnel, sports trainers and any other employee of these organizations interested in the way Corporate Social Responsibility is interconnected and implemented in sports organizations.

### 3.2. Logistics

Find a quiet and secure environment with the appropriate tools and required logistics. Some suggestions on the resources you might need are:

- ✓ Meeting room;
- ✓ Projector;
- ✓ Laptop;
- ✓ Materials for learners such as pens, paper, etc. ;
- ✓ Flipcharts;
- ✓ Markers.

In case of an online activity: good internet connection, correct software for implementation (e.g. Zoom), Online-based tools and website for educational or ice-breaking activities.

### 3.3. Implementation of the training

Follow the instructions as they are explained in the frameworks provided with every module of the course. All frameworks are included in the later sections of this document.

### 3.4. Learning methods

According to Gagne (1985) there are nine steps for a successful learning method, which we are going to use in order to develop a guide for our piloting workshops.

1. Gain attention: storytelling, presenting a problem to be solved and stress its importance – explain how important it is to be able to work with CWMBs for their work.
2. Provide a learning objective: this will allow learners to understand the purpose of being there – to develop their skills in order to cooperate and help CWMBs more efficiently.
3. Stimulate recall of prior knowledge: build on existing knowledge (if any) and assess any previous knowledge.
4. Present the material: present the modules, the sequence and the learning tools.
5. Provide guidance for learning: provide assistance where needed but also let them learn by themselves.
6. Elicit performance: the exercises and quizzes should allow them to use the knowledge they acquired.
7. Provide feedback: use the quizzes and give verbal comments about their progress.
8. Assess performance: use the data from the quizzes, exercise and the post-evaluation questionnaires to provide progress information.
9. Enhance retention and transfer: identify similar problems and tasks in order to put the learner in a transfer situation.

The full training should last for approximately 12 hours in total. We suggest you to implement it in two consecutive days.

## 4. Module frameworks

The course on Corporate Social Responsibility for large-scale, for-profit, professional and semi-professional sport organizations is divided into five modules. These are:

- ✓ Introduction to CSR
- ✓ Sport as ambassador of positive change in society
- ✓ CSR in sport management: How sport is interconnected with CSR policies
- ✓ How to implement CSR policies
- ✓ Importance of branding in CSR

Below you can find the frameworks for each module.

### Module 1: Introduction to CSR

<b>Aim</b>	Module 1 is dedicated to defining Corporate Social Responsibility and why it is important for the Management of the Sports Organizations to apply this concept in their decision-making process. In addition, the module explains the tools for CSR and provides good practices in the field.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>✓ 60 minutes presentation of the educational material;</li> <li>✓ 40 minutes dedicated to the discussion groups with the participants.</li> <li>✓ 20 minutes self-study</li> </ul>
<b>Content</b>	<p>The topics covered in this module are:</p> <ul style="list-style-type: none"> <li>✓ What is CSR- An overview</li> <li>✓ Why CSR is important today</li> <li>✓ The benefits of CSR for corporations (economic, social, marketing etc)</li> <li>✓ Tools &amp; practices of CSR (EMAS, GRI, etc)</li> <li>✓ CSR in action- Best practices</li> </ul>
<b>Suggested readings</b>	<p>The Contribution of Sports to the Achievement of the Sustainable Development Goals: A Toolkit for Action:  <a href="https://www.sdgfund.org/sites/default/files/report-sdg_fund_sports_and_sdgs_web.pdf">https://www.sdgfund.org/sites/default/files/report-sdg_fund_sports_and_sdgs_web.pdf</a></p> <p>Sustainability: the missing ingredient in strategy:  <a href="https://www.emerald.com/insight/content/doi/10.1108/02756661111100274/full/html">https://www.emerald.com/insight/content/doi/10.1108/02756661111100274/full/html</a></p> <p>The Truth About CSR: <a href="https://hbr.org/2015/01/the-truth-about-csr">https://hbr.org/2015/01/the-truth-about-csr</a></p>

## Module 2: Sport as ambassador of positive change in society

<b>Aim</b>	The module is aimed at large scale, for-profit sports organizations and aims at presenting the role sports can play in social changes. The module presents example of how sport has changed societies in the past and discuss what sports can do about modern challenges such as racism, gender equality, etc.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>✓ 60 minutes presentation of the educational material;</li> <li>✓ 40 minutes dedicated to the discussion groups with the participants.</li> <li>✓ 20 minutes self-study</li> </ul>
<b>Content</b>	<p>The topics covered in this module are:</p> <ul style="list-style-type: none"> <li>✓ The importance of sports in society- How sport leads social change (in culture, economy, entertainment)</li> <li>✓ Social innovation through sports – A historic approach of the role of sports in societal changes over time</li> <li>✓ Professional athletes as role models</li> <li>✓ Inequalities in sports: threats or opportunities for action? (racism in sports, gender inequality in sports, sexual harassment in sports, etc)</li> </ul>
<b>Suggested readings</b>	<p>Resolving inequalities in sport  <a href="https://www.sportanddev.org/en/article/news/resolving-inequalities-sport">https://www.sportanddev.org/en/article/news/resolving-inequalities-sport</a></p> <p>Sport and Inequality Policies Equality in Sport Addressing Key Questions  <a href="https://www.icsspe.org/content/sport-and-inequality-policies">https://www.icsspe.org/content/sport-and-inequality-policies</a></p> <p>Sport, Social Division and Social Inequality  <a href="http://archive.sciendo.com/SSR/ssr.2011.xx.issue-1-2/v10237-011-0049-0/v10237-011-0049-0.pdf">http://archive.sciendo.com/SSR/ssr.2011.xx.issue-1-2/v10237-011-0049-0/v10237-011-0049-0.pdf</a></p>



## Module 3: CSR in sport management: How sport is interconnected with CSR policies

<b>Aim</b>	The module explores the growing importance of CSR for sport organizations and what kind of approaches and actions are being pursued by them in the field. As part of this process it illustrates the reasons behind this elevated interest and commitment in the field and highlights why it is important for sport organizations to undertake CSR actions. Additionally, it showcases the added value of CSR for sport organizations and illustrates issues and parameters managers need to take into consideration when designing and implementing CSR actions.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>✓ 100 minutes presentation of the educational material;</li> <li>✓ 50 minutes dedicated to the discussion groups with the participants.</li> <li>✓ 30 minutes self-study</li> </ul>
<b>Content</b>	<p>The topics covered in this module are:</p> <ul style="list-style-type: none"> <li>✓ The Growing Importance of CSR for Sport Organizations</li> <li>✓ Why should sports organizations implement CSR policies</li> <li>✓ The added value of CSR for sport organizations</li> <li>✓ Ideas for CSR activities for large scale organizations</li> <li>✓ Think big- sports clubs that make CSR happen (best practices from large scale professional organizations)</li> </ul>
<b>Suggested readings</b>	<p>The future of social responsibility in sport  <a href="https://www.sportanddev.org/en/article/news/future-social-responsibility-sport">https://www.sportanddev.org/en/article/news/future-social-responsibility-sport</a></p> <p>Examining CSR and development activities in professional sport  <a href="https://www.sportanddev.org/en/article/news/examining-csr-and-development-activities-professional-sport">https://www.sportanddev.org/en/article/news/examining-csr-and-development-activities-professional-sport</a></p> <p>Sport and SDGs case study: European Football for Development Network  <a href="https://www.sportanddev.org/en/article/news/sport-and-sdgs-case-study-european-football-development-network">https://www.sportanddev.org/en/article/news/sport-and-sdgs-case-study-european-football-development-network</a></p> <p>Sport and CSR: Lessons Learnt –  <a href="https://www.sportanddev.org/en/article/news/sport-and-csr-lessons-learnt">https://www.sportanddev.org/en/article/news/sport-and-csr-lessons-learnt</a></p> <p>Football and the community –</p>

<https://www.sportanddev.org/en/article/news/football-and-community>



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## Module 4: How to implement CSR policies

<b>Aim</b>	This module aims at presenting the existing frameworks on CSR design and implementation. It will deal with the criteria according to which CSR programs' effectiveness is measured. Lastly, it will denote the importance of partnerships and it will provide two case studies as examples of the frameworks presented.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>✓ 100 minutes presentation of the educational material;</li> <li>✓ 30 minutes dedicated to the discussion groups with the participants.</li> <li>✓ 50 minutes self-study</li> </ul>
<b>Content</b>	<p>The topics covered in this module are:</p> <ul style="list-style-type: none"> <li>✓ Framework on CSR design and implementation</li> <li>✓ Organizational structure for CSR in sports organizations</li> <li>✓ Tips to develop a CSR program</li> <li>✓ How to measure a CSR program success</li> <li>✓ How to create successful CSR partnerships</li> <li>✓ How to evaluate the process and the outcomes of your initiatives</li> </ul>
<b>Suggested readings</b>	<p>Cramer, J. (2005). Experiences with structuring corporate social responsibility in Dutch industry. <i>Journal of cleaner production</i>, 13(6), 583-592.</p> <p>Del Baldo M. (2013) Partnerships for CSR. In: Idowu S.O., Capaldi N., Zu L., Gupta A.D. (eds) <i>Encyclopedia of Corporate Social Responsibility</i>. Springer, Berlin, Heidelberg. <a href="https://doi.org/10.1007/978-3-642-28036-8_625">https://doi.org/10.1007/978-3-642-28036-8_625</a></p> <p>Khoo, H. H., &amp; Tan, K. C. (2002). Using the Australian business excellence framework to achieve sustainable business excellence. <i>Corporate Social Responsibility and Environmental Management</i>, 9(4), 196-205.</p> <p>Maignan, I., Ferrell, O. C., &amp; Ferrell, L. (2005). A stakeholder model for implementing social responsibility in marketing. <i>European journal of marketing</i>.</p> <p>Maon, F., Lindgreen, A., &amp; Swaen, V. (2009). Designing and implementing corporate social responsibility: An integrative framework grounded in theory and practice. <i>Journal of business ethics</i>, 87(1), 71-89.</p>

Poret, S. (2014). Corporate-NGO partnerships in CSR activities: why and how?.

Were, M. (2003). Implementing corporate responsibility—The Chiquita case. *Journal of Business Ethics*, 44(2), 247-260.



## Module 5: Importance of branding in CSR

<b>Aim</b>	In this module we will learn about the branding of a CSR initiative and how to do it properly. With provided examples we will know about the effect of CSR on your brand and some of the economic benefits that it can have on your organization.
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>✓ 60 minutes presentation of the educational material;</li> <li>✓ 40 minutes dedicated to the discussion groups with the participants.</li> <li>✓ 20 minutes self-study</li> </ul>
<b>Content</b>	<p>The topics covered in this module are:</p> <ul style="list-style-type: none"> <li>✓ Why is CSR branding important</li> <li>✓ How to define your stakeholders &amp; target groups</li> <li>✓ How to engage your personnel</li> <li>✓ How to define your message</li> <li>✓ How to define the channels of branding (focusing on things large scale sports organizations can do for example large events, tv commercials, donations etc)</li> <li>✓ CSR contribution to your sports brand</li> </ul>
<b>Suggested readings</b>	<p>Tax incentives in CSR: <a href="https://www.emerald.com/insight/content/doi/10.1108/JFRA-07-2020-0213/full/html">https://www.emerald.com/insight/content/doi/10.1108/JFRA-07-2020-0213/full/html</a></p> <p>Driving Brand Value Through CSR Initiatives: <a href="https://journals.sagepub.com/doi/abs/10.1177/0972150917713270?journalCode=gbr">https://journals.sagepub.com/doi/abs/10.1177/0972150917713270?journalCode=gbr</a> <a href="#">a</a></p> <p>Your guide to CSR: <a href="https://journals.sagepub.com/doi/abs/10.1177/0972150917713270?journalCode=gbr">https://journals.sagepub.com/doi/abs/10.1177/0972150917713270?journalCode=gbr</a> <a href="#">a</a></p>

## 5. Activities

In this section, we suggest you three ice-breaking activities and one evaluation exercise which you can use for the trainings.

### Ice-breakers

#### Two Truths and a Lie

Participants list three things about themselves, two are true, and one is a lie. Others must guess which is which.

#### The Envelope Please!

Group members list 10 facts about themselves on strips of paper and then put them in an envelope. The group leader reads the facts aloud, one by one, as other group members guess the person's identity.

#### 10 Things in Common

Divide into partners with instructions to discover 10 things that you have in common.

### Evaluation exercise

#### The five-finger evaluation

Ash the trainees to design the shape of their hand on a sheet of paper. Each finger represents a question they need to answer:

- ✓ What went well?
- ✓ What caught my attention? What would I like to add?
- ✓ What went wrong? Negative feedback
- ✓ What do I take home?
- ✓ What did not get enough attention?

## 6. Further readings

Leading by example: How are sports governing bodies flexing their social conscience? - <https://www.sportanddev.org/en/article/news/leading-example-how-are-sports-governing-bodies-flexing-their-social-conscience>

Determinants of Corporate Social Responsibility in Professional Sport: Internal and External Factors - <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=4&sid=d1048745-7d88-4799-8147-98270e551cc2%40sdc-v-sessmgr01>

Norwegian tennis Open Community CSR - <https://norwegiantennisopen.com/community/>  
The Role of Corporate Social Responsibility in the Football Business: Towards the Development of a Conceptual Model - [https://www.researchgate.net/publication/228338043\\_The\\_Role\\_of\\_Corporate\\_Social\\_Responsibility\\_in\\_the\\_Football\\_Business\\_Towards\\_the\\_Development\\_of\\_a\\_Conceptual\\_Model](https://www.researchgate.net/publication/228338043_The_Role_of_Corporate_Social_Responsibility_in_the_Football_Business_Towards_the_Development_of_a_Conceptual_Model)

Community and Social Responsibility: Practitioner's Guide - <https://www.efdn.org/wp-content/uploads/2017/11/EFDN-CSR-Practitioners-Guide.pdf>  
UEFA CSR Report - [https://www.efdn.org/wp-content/uploads/2020/04/UEFA-FSR-Report\\_compressed.pdf](https://www.efdn.org/wp-content/uploads/2020/04/UEFA-FSR-Report_compressed.pdf)

The Use of CSR in Sport - <https://www.anchorsportadvisors.com/post/the-use-of-csr-in-sport>  
Corporate Social Responsibility in Sports - <http://foxsportsstories.com/2017/11/10/corporate-social-responsibility-sports/>

Feeling the impact: Social responsibility in sports - [https://www.sportsbusinessjournal.com/Journal/Issues/2019/09/09/In-Depth/Social-responsibility.aspx?ana=register\\_free\\_form\\_2\\_filled](https://www.sportsbusinessjournal.com/Journal/Issues/2019/09/09/In-Depth/Social-responsibility.aspx?ana=register_free_form_2_filled)

Corporate social responsibility through sport: a longitudinal study of the FTSE100 companies - <https://core.ac.uk/download/pdf/228140813.pdf>

Persuasion effect of corporate social responsibility initiatives in professional sport franchise: Moderating effect analysis - <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0243579>

Corporate social responsibility in professional team sport organisations: towards a theory of decision-making - <http://dx.doi.org/10.1080/16184742.2014.897736>

Sports as a CSR Initiative: Empowering the Youth - [https://www.researchgate.net/publication/295198756\\_Sports\\_as\\_a\\_CSR\\_Initiative\\_Empowering\\_the\\_Youth](https://www.researchgate.net/publication/295198756_Sports_as_a_CSR_Initiative_Empowering_the_Youth)

Resolving inequalities in sport  
<https://www.sportanddev.org/en/article/news/resolving-inequalities-sport>

Sport and Inequality Policies Equality in Sport Addressing Key Questions  
<https://www.icsspe.org/content/sport-and-inequality-policies>

The Contribution of Sports to the Achievement of the Sustainable Development Goals: A Toolkit for Action ([https://www.sdgfund.org/sites/default/files/report-sdg\\_fund\\_sports\\_and\\_sdgs\\_web.pdf](https://www.sdgfund.org/sites/default/files/report-sdg_fund_sports_and_sdgs_web.pdf))

CSR in Sport Organisations (<http://hj.diva-portal.org/smash/get/diva2:1214654/FULLTEXT01.pdf>)

What is CSR? (<https://www.unido.org/our-focus/advancing-economic-competitiveness/competitive-trade-capacities-and-corporate-responsibility/corporate-social-responsibility-market-integration/what-csr>)

Transforming our world: The 2030 Agenda for Sustainable Development  
(<https://sdgs.un.org/2030agenda>)

Sport, Social Division and Social Inequality  
<http://archive.sciendo.com/SSR/ssr.2011.xx.issue-1-2/v10237-011-0049-0/v10237-011-0049-0.pdf>

## 7. Conclusion

To find out more about the impact of Corporate Social Responsibility and strategies to implement similar initiatives you can consult the GoSport [website](#).





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