



BACHELOR THESIS

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**Sport Sponsoring as a
Component of the CSR
Strategy of Global Companies:
An Analysis and Visualization
of Selected Theories**

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Sportsponsoring als Teil der CSR-Gesamtstrategie von globalen Unternehmen: eine Analyse und Veranschaulichung ausgewählter Theorien

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Abstract

The subject of the following paper is the analysis of global company motives for taking on sport sponsorships as a corporate social responsibility (CSR) initiative. This work is compilatory in nature because it is derived from literature released by experts as well as real-life case studies. The expert literature provides a basis of theories and models regarding the fundamental motives for CSR and sport sponsoring and visualizes them by means of statistics and real-life case studies. This paper aims to inform individuals, leaders and specifically global organizations about the benefits that taking on a sport sponsorship may have for fulfilling a company's CSR objectives.

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List of Abbreviations

CC: corporate citizenship

CSR: corporate social responsibility

CSV: creating shared value

IEG: Independent Evaluation Group

ISO: The International Organization for Standardization

NGO: non-governmental organization

PR: public relations

SCSR: sports corporate social responsibility

SDP: sports in development

SMEs: small and middle enterprises

SSRO: service, support, research and other

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1 Introduction

Over the past few decades, or the era of rapid globalization, there has been a multitude of research regarding marketing measures taken by global companies. The Independent Evaluation Group (IEG) has observed that the preferred marketing measure by corporations globally is that of sponsoring.¹ The highest portion of sponsorship spending is allocated specifically towards sport sponsorships.² Even many of the top 100 companies worldwide, ranked by market value, are active sponsors of sport events, teams and individual athletes.³ Companies such as Coca Cola, PepsiCo and Nike, that have become household names⁴ and are known on a global scale, continue to sponsor sports by means of events like the Olympic Games, UEFA Women's competitions and individual athletes. The already high market value of these companies may cause one to conclude that revenue is not the central motivator that leads these companies to sponsor. Companies like Nike, for example, have taken on sponsorships of individual athletes in their campaign "Nike Heroes" with the goals of addressing societal issues and supporting minority groups in the sports arena.⁵ The amount of sponsorship-based literature as well as that of corporate social responsibility has grown in abundance over the past years. Although it has become increasingly popular for sponsors to combine their objectives for undergoing sport sponsoring with their goals of fulfilling their corporate social responsibility (CSR), the combination of both measures has only been partially investigated. This thesis will more closely analyze why global companies instrumentalize sport sponsorships in order to pursue their corporate social responsibility. The following research question will be answered by analyzing fundamental theories of sponsorship and CSR as well as illustrating real-life case studies of global companies:

What motives do global companies have for utilizing sport sponsorships in order to execute their corporate social responsibility?

¹ cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 3.

² cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 4. & Walzel/Schubert (2018), p. 6.

³ cf. Duffin (2019): The 100 largest companies in the world by market value in 2019. URL: <https://www.statista.com/statistics/263264/top-companies-in-the-world-by-market-value/>

⁴ Note: Definition of "household name": the name or brand of a product that is very well known. Cambridge Dictionary: URL: <https://dictionary.cambridge.org/de/worterbuch/englisch/household-name>

⁵ cf. Wieden + Kennedy (2019): Nike: Helden (Heroes). URL: <https://www.wk.com/work/nike-helden-heroes/>

First, the definition of CSR will be introduced along with its related terminology and an explanation of the CSR Pyramid, a fundamental theory. Stakeholder theory will be discussed from the perspective of CSR engagement. The third chapter will define sport sponsorship, provide a closer view into its development over time and clarify the distinct characteristics that make it an interesting medium for corporations. The motives for sponsorship in general as well as sport sponsorship in specific will be illustrated by chosen theories and models. The fourth chapter will bridge CSR with sport sponsoring, introducing sport sponsorships as a corporation's instrument for communicating the overlying managerial concept of CSR. The motives presented will be visualized by means of real-life case studies of sponsorships aimed at fulfilling social responsibilities.

This thesis centers around the motives and objectives for a socially responsible sport sponsoring and excludes a measurement of sponsorship effectiveness as well as a listing of possible negative outcomes and risk factors. While sponsor objectives overlap with the strategical process of carrying out a sport sponsorship, the methodical approach of doing so will not be incorporated in this paper. Furthermore, the paper is solely derived from a compilation of sponsor motives and therefore only includes the objectives of the sponsor while excluding those of the sponsored party. In other words, the motives of a sport institution for accepting a corporation's sponsorship will not be presented.

2 Corporate Social Responsibility – Theoretical Framework

As the introduction alludes, the central aim of this chapter is to provide an overview of fundamental definitions and theories relevant to corporate social responsibility (CSR). A socially responsible behavior has become increasingly important to organizations and their stakeholders on a global scale.⁶ Due to the popularity this topic has enjoyed in the past years, multiple definitions and theories have been publicized in the framework of the CSR debate. A closer look at the underlying theories of CSR will identify the main objectives and motives organizations have for implementing a socially responsible approach.

2.1 CSR Definition

The first mention of social responsibility by an organization was by Bowen in 1953.⁷ Since then, there have been a multitude of definitions all centering around the assertion that an organization should consider and combine sustainable economic, social and ecological measures within their management strategy. It is clear that CSR does not mean the same to everyone as it has even been described as a „tortured concept“ by scholars Godfrey and Hatch.⁸ In order to narrow down the large variety of definitions, only the three most recent and therefore most relevant formal definitions of CSR will be indicated. “Sustainable development“ and “corporate citizenship“ are terms that have often been used in close relationship with CSR. These terms will be described more closely in efforts to clarify the distinction between them and the term CSR.

2.1.1 CSR Defined by the European Commission

The first formal definition of CSR is that of the European Commission of 2002:

⁶ cf. Curbach (2009), p.9.

⁷ cf. Bowen (1953), no pagination.

⁸ cf. Walzel/Schubert (2018), p.284.

“CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”⁹

The European Commission stated that CSR is intrinsically linked to a consistent sustainable development within a business’s long-term interest. CSR is not simply an extra activity to be added to the core business, but rather a complete managerial approach.¹⁰

In 2011, the European Commission was called once again to further develop its CSR policy. Due to the economic crisis of 2008 causing a decrease of consumer trust in businesses, the commission aimed to regain confidence by transferring public focus onto the ethical performance of enterprises.¹¹ This resulted in a new definition of CSR:

“The responsibility of enterprises for their impacts on society. To fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders, with the aim of maximizing the creation of shared value for their owners/shareholders and for their other stakeholders and society at large and of identifying, preventing and mitigating their possible adverse impacts.”¹²

2.1.2 ISO 26000 CSR Definition as a Global Standard

Considering the fact that this thesis will analyze CSR actions taken by global companies, the definition most fitting is that of the International Organization for Standardization (ISO) from 2010. The ISO is a committee made up of more than 400 Experts from 99 countries with a broad range of diverse backgrounds, professions and stakeholder groups.¹³ The six different stakeholder groups represented include

⁹ Commission of the European Communities (2002), p. 5.

¹⁰ cf. Commission of the European Communities (2002), p. 5.

¹¹ cf. Commission of the European Communities (2011), p. 4.

¹² Commission of the European Communities (2011), p. 6.

¹³ cf. Schmiedeknecht/Wieland (2012), p. 259.

consumers, government, industry, labor, NGOs (non-governmental organizations) and SSROs (service, support, research and others).¹⁴

The ISO uses the term “social responsibility” instead of “corporate social responsibility” but makes it a point to recognize that both are one and the same.¹⁵ The international standard is intended to provide guidance for social responsibility in all types and sizes of organizations, without reference to any certain location.¹⁶

“Social responsibility: responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization and practiced in its relationships

NOTE 1 Activities include products, services and processes.

NOTE 2 Relationships refer to an organization’s activities within its sphere of influence.”¹⁷

In addition to the definition above, the ISO determined the following seven principles of social responsibility: accountability, transparency, ethical behavior, respect for stakeholder interests, respect for the rule of law, respect for international norms of behavior and respect for human rights.¹⁸ This clause is meant to outline a set of principles that an organization should follow in order to achieve the goal of increasing its benefaction to sustainable development.¹⁹ There are two main aspects present in the ISO definition that differ it from the other definitions discussed (2.1.1.). First, the

¹⁴ cf. Schmiedeknecht/Wieland (2012), p. 261.

¹⁵ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, p. 5.

¹⁶ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, p. 5.

¹⁷ ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, pp. 3-4.

¹⁸ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, pp.10-14.

¹⁹ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, p. 10.

ISO states that social responsibility includes the duty corporations have to consider the societal consequences of their actions. A firm's decisions should be consistent with the evolvement of societal views, as they are liable to change. The second aspect is that social responsibility should be viewed with a holistic approach, recognizing the interests and expectations of all core subjects as well as their interrelation. By viewing CSR holistically, organizations should consider and be aware that their approach on one core subject is likely to affect another issue. The core subjects defined by the ISO are human rights, labor practices, the environment, fair operating practices, consumer issues and community and development.²⁰ This holistic approach illustrates social responsibility to be an overlying management strategy rather than a simple instrument of communication.²¹ This statement is summarized by Russo and Perrini:

"CSR is not just a matter of responsibilities, but also the strategic vision that characterizes many firms worldwide."²²

2.1.3 Sustainable Development

The term sustainable development is often used interchangeably with the term CSR. Although both concepts have many similarities, they are in fact separate from one another and carry notable differences. Sustainable development was first recognized internationally by the United Nations in the Brundtland Report, "Our Common Future", in 1987.²³ The definition of sustainable development is as follows:

"It (sustainable development) meets the needs of the present without compromising the ability of future generations to meet their own needs."²⁴

Sustainable development considers the planets limited ecological resources as an integral part of its statement.²⁵ Sustainable development includes the balance of three

²⁰ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lisidocs/3078-ISO%2026000_2010.pdf, p. 20.

²¹ cf. Walzel/Schubert (2018), p. 285.

²² Russo/Perrini (2010), p. 212.

²³ Note: Report published by the World Commission on Environment and Development. The Commission's mandate was to prepare a perspective report on sustainable development.

²⁴ The World Commission on Environment and Development (1987): Our Common Future. URL: <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>, no pagination.

²⁵ cf. Curbach (2009), p. 27.

interdependent dimensions - economic sustainability, social sustainability and environmental sustainability - and concerns the goal of society as a whole to mold a sustainable future.²⁶ The relationship between the three dimensions can be exemplified, for instance, by the elimination of poverty through economic improvement and environmental actions. CSR, on the other hand, focuses solely on an organization and its responsibilities towards society and the environment.²⁷ A core objective of a corporations CSR should be to contribute towards sustainable development. However, the individual sustainability of a corporation may not necessarily be aligned with sustainability regarding society as a whole and the planet.²⁸

2.1.4 Corporate Citizenship

Similar to the term CSR, corporate citizenship (CC) does not have one sole definition and is often used as a synonym for CSR.²⁹ Due to the steady accumulation of research and definitions on the topic of CSR in the past decades, the line between both terms is fairly vague. Logsdon described this problem to be a “conceptual confusion” when considering the question if CC carries a the same or a differing meaning than that of social responsibility.³⁰ The following section will aim to attain a clear distinction between CC and CSR.

The European Commission concisely defines corporate citizenship as “the management of the totality of relationships between a company and its host communities, locally, nationally and globally”.³¹ This definition makes it a point to recognize that CC does not only happen at a national level but stretches from a local to a transnational expanse. However, it lacks to mention the contents of the relationship. Different organizations have varying definitions for CC depending on their unique perspectives and interests. Curbach concludes that there are generally two types of definitions for the term. CC can either indicate a corporation’s civic engagement or, on

²⁶ cf. Schultz, Otto (2012), p. 271. & Curbach (2009), p. 27.

²⁷ cf. Curbach (2009), p. 27.

²⁸ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lisidocs/3078-ISO%2026000_2010.pdf, p. 9.

²⁹ cf. Curbach (2009), p. 20.

³⁰ cf. Logsdon (2004), p. 68.

³¹ Commission of the European Communities (2001), p. 24.

the other hand, describe a societal role for companies as global citizens.³² CC includes “corporate giving” - the act of making monetary donations to Non-Profit Organizations. This is taken a step further in “corporate volunteering” by including the organizations employees in these activities. These acts of being a “good corporate citizen” are exemplified through philanthropic acts or sponsorships in support of cultural or sports related events. Doing good and talking about it in combination with cause-related marketing builds an organizations reputation in the public eye and, in effect, fulfill its motive of securing profits. CC through civic engagement leads to a win-win-situation depicted through an improved image for the organization and a support system for societal needs.³³ A closer review of the CSR and CC definitions elucidates the impression that CC, in the form of civic engagement and philanthropic acts, is a subordinate component of the overlying managerial approach CSR. Where CSR is made up of multiple areas of responsibility (2.2.1.), CC is concerned with projects that are recognized as additional commitment to the core business. It only covers those related to community involvement and excludes others such as the responsibility an organization has to comply with applicable law.³⁴

2.2 The CSR Pyramid

The ongoing CSR debate began in the 1970s when the controversy of CSR versus “free markets” developed into an ideological battle. Economist Milton Freedman argued that CSR was a violation of the rights of business owners. Because CSR essentially centers around social issues, Freedman argued that executives stole money from shareholders for non-business related problems,³⁵ stating that the role of management is to „make as much money as possible while conforming to the basic rules of society, both those embodied in the law and those embodied in ethical custom“. ³⁶ In his stance he includes the economic, legal and ethical responsibilities but omits the philanthropic responsibilities relative to being a good corporate citizen.³⁷ The CSR literature, in line

³² cf. Curbach (2009), p. 20.

³³ cf. Curbach (2009), p. 21.

³⁴ cf. Curbach (2009), p. 21.

³⁵ cf. Freeman/Dmytriiev (2017), p. 7-8.

³⁶ Carroll (1991), p. 43.

³⁷ cf. Carroll (1991), p. 43.

with business ethics, developed as a result of counter arguing Freedman's ideology. CSR pioneer, *Archie B. Carroll*, specified four key responsibilities that are present in a complete CSR strategy. The responsibilities are depicted in the form of a Pyramid because the levels build on one another, in other words, in order to reach the next level, the previous needs to be fulfilled.³⁸



Figure 1: The Pyramid of Corporate Social Responsibility

The foundation of the CSR Pyramid is a corporation's economic responsibility to provide a product that coincides with the needs or desires of the customers, resulting in profit. Key characteristics of economic responsibility are a constant increase in profit, a strive for an efficient production and a high ranking in comparison to the competition. All three other responsibilities are dependent on the firm's economic situation.³⁹ The second responsibility in the pyramid, the legal responsibility, encompasses the laws and regulations by which a business must operate. The foundational economic responsibilities must be fulfilled in compliance with the legal obligations set by

³⁸ cf. Carroll (1991), p. 40.

³⁹ cf. Carroll (1991), pp. 40-41.

government on federal, state and local levels.⁴⁰ The third responsibilities are the ethical. Unlike the legal responsibilities, the ethical are not written standards but societal set norms and expectations related to fair actions that concern all stakeholders of a firm. A corporation must recognize that their responsibility goes beyond complying with laws and regulations and adopt the evolving ethical and moral norms of society.⁴¹ The top of the Pyramid depicts the philanthropic responsibilities. These go beyond the ethical by including the extra step needed to become a good corporate citizen, motives beyond societal expectations. Philanthropic actions may be in the form of monetary contributions or donation of resources with the aim of promoting human welfare and goodwill within a community. These are voluntary actions that corporations tend to undertake in a discrete manner. Carroll argues that the assumption that CSR only consists of Philanthropic responsibilities is wrong.⁴² Although it is highly valued, the other three responsibilities are more important to a corporations CSR - “philanthropy is just the icing on the cake”.⁴³

2.3 Stakeholder Theory

While Carroll’s Pyramid depicts the central aims and responsibilities a business should strive to fulfill, the execution of CSR is not without the mention of organizational stakeholders.⁴⁴ The ISO 26000 definition of CSR states that social responsibility should “take(s) into account the expectations of stakeholders”.⁴⁵ The stakeholder jargon specifies the groups and individuals essential to a business’ success and determines to whom a firm must be responsive to.⁴⁶ When reviewing CSR literature, it is no question that stakeholder management plays a prominent role in relation to all aspects under the CSR umbrella. Stakeholder research has become a critical factor when inspecting an

⁴⁰ cf. Carroll (1991), p. 41.

⁴¹ cf. Carroll (1991), p. 41.

⁴² cf. Carroll (1991), p. 42.

⁴³ Carroll (1991), p. 42.

⁴⁴ cf. Carroll (1991), p. 43.

⁴⁵ ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/Isidocs/3078-ISO%2026000_2010.pdf, pp. 3-4.

⁴⁶ cf. Carroll (1991), p. 43.

organizations societal approach. The most quoted definition among researchers of the term *stakeholder* is that of Freeman (1984):

”Any group or individual who can affect or is affected by the achievement of the organization’s objectives.”⁴⁷

Stakeholder theory can be viewed as a genre of management theory and, similar to CSR, is understood as an entire management strategy. According to Stakeholder theory, an executive must manage and shape stakeholder relationships from an economic as well as a moral perspective. The economic perspective considers the distribution of a maximum amount of value among stakeholders. A moral perspective focuses on questions of value, potential harms and benefits and choices of large groups.⁴⁸ In contrast to shareholder value, which focuses mainly on the interests of the company's shareholders, stakeholder theory assumes that a company can only be successful in the long term if it precisely identifies and localizes its various stakeholders and establishes and maintains a healthy relationship with them.⁴⁹

⁴⁷ Parmar et. al. (2010), p. 412.

⁴⁸ cf. Parmar et. al. (2010), p. 406.

⁴⁹ cf. Freeman (1984), p. 24.

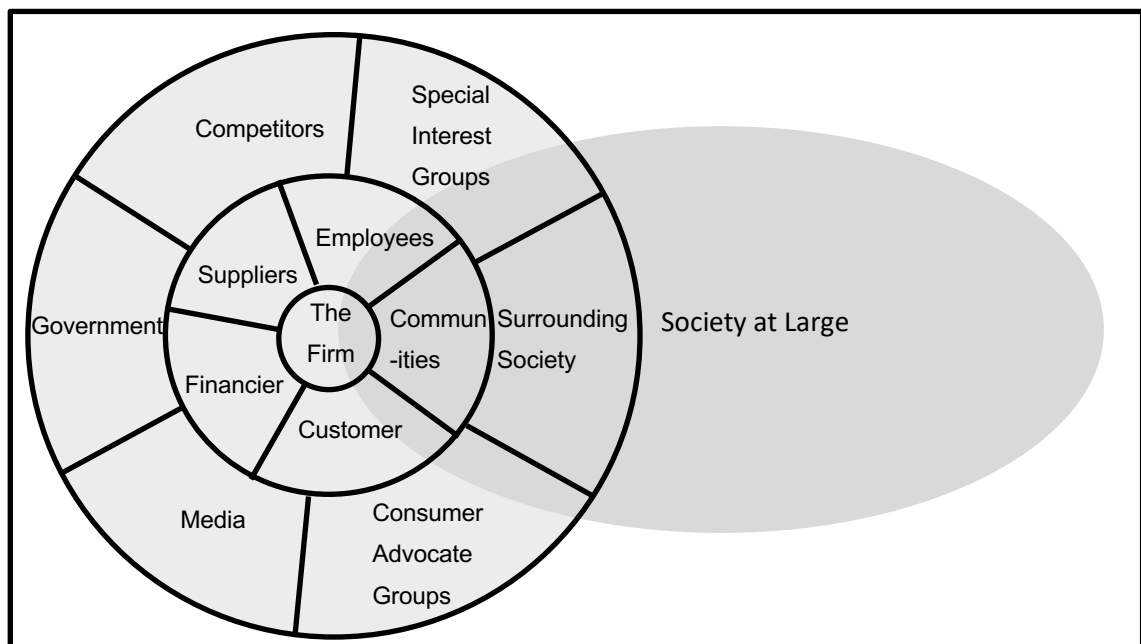


Figure 2: The Relation Between Stakeholder Theory and CSR⁵⁰

Along with the increase of research on CSR, stakeholder theory has constantly evolved since Freeman originally introduced it in 1984. In their most recent article, Freeman and Dmytriiev portray CSR and stakeholder theory as two separate concepts with significant overlap. The central similarity being that both concepts are based on incorporating the importance of societal interests within business operations.⁵¹ Figure 3 illustrates this relationship between CSR and stakeholder theory. The difference CSR has to stakeholder theory is that CSR is pointed at a corporation's relationship to society at large, stretching its social orientation to a maximum even if it has no direct relation to the company. This includes charitable endeavors, environmental practices, volunteering and efforts towards ethical labor. Whereas stakeholder theory lays its focus on the business and its entirety as well as its responsibilities within reasonable reach. These include the local communities (figure 3's inner circle depicts these primary stakeholders) and its surrounding society (figure 3's outer circle depicts these secondary stakeholders). When viewing both concepts in relation to customers and employees, CSR is usually centered around ethical labor and environmental efforts,

⁵⁰ Freeman/Dmytriiev (2017), p. 11.

⁵¹ cf. Freeman/Dmytriiev (2017), p. 10.

while stakeholder theory focuses on company responsibilities to stakeholders and visa-versa. In addition, CSR does not put emphasis on a firm's financiers and suppliers and perceives its responsibilities as a one-way relationship where the contributions mainly travel from an organization to society.⁵² For explanation purposes, It is important to place the responsibilities that motivate stakeholder theory in correlation to those of CSR. Freeman and Dmytriyeu use the term *corporate responsibility* when referring to the responsibilities of a company to its stakeholders. The addition of the term *social*, putting emphasis on a company's responsibility to society at large, produces what is known as *corporate social responsibility*.⁵³

⁵² cf. Freeman/Dmytriyeu (2017), p. 10.

⁵³ cf. Freeman/Dmytriyeu (2017), p. 12.

3 Sport Sponsoring – Theoretical Framework

After introducing the first component of this thesis, CSR, this chapter will go into the fundamentals of its complimentary component, sport sponsoring. Since its earliest days, companies have allocated the largest portion of all sponsorship spending toward sport sponsorships. In comparison to other forms of sponsoring including entertainment, culture, causes and art sponsoring, sport sponsoring has continued to stay the most popular form among corporations.⁵⁴ An illustration of the quantitative and qualitative relevance of sport sponsorship will depict its increasing importance for corporate marketing. The motives for taking on a sports sponsorship will be analyzed on the basis of the sports sponsorship matrix in efforts to explain why this form of sponsorship is preferred.

3.1 Sport Sponsorship Definition

The importance that sponsoring has for the sports world is proven in the fact that the first definition for sponsoring was given by the Sport Council of the UK in 1971:

“Sponsorship is a gift or payment in return for some facility or privilege which aims to provide publicity for the donor.”⁵⁵

This definition, however, has been criticized for not providing the entire scope of sponsorship as publicity is not the only aim for a sponsor and labeled as contradictory because a gift is usually given without expecting something in return.⁵⁶ In response to this, Meenaghan proposed his commonly cited definition:⁵⁷

“Sponsorship can be regarded as the provision of assistance either financial or in kind to an activity by a commercial organization for the purpose of achieving commercial objectives.”⁵⁸

⁵⁴ cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 4. & Walzel/Schubert (2018), p. 6.

⁵⁵ Waite (1979), no pagination.

⁵⁶ cf. Meenaghan (1983), p. 8.

⁵⁷ cf. Cornwell/ Maignan (2013), p. 11.

⁵⁸ cf. Meenaghan (1983), p. 9.

There have been several attempts of defining sponsorship with special regard to sports. The most appropriate definition due to its distinction between sports and other forms of sponsorship as well as its emphasis on the aimed objectives of a sponsor is that of Walzel and Schubert:

“Sports sponsoring is a partnership between a sponsor (sponsoring donor) and a sponsored party (sponsor client) for mutual benefit on the basis of a contractual agreement. It is characterized by the principle of payment and return. The sports sponsor strives to use the distinctive, to some extent unique, values and characteristics of sport as well as the strong consumer interest in sport for its own marketing and communication goals. For the sponsored, sports sponsoring is an important procurement and financing instrument for achieving sporting goals.”⁵⁹

3.2 Development of Sport Sponsoring

In order to successfully bring across the increasing importance and evolving role that sport sponsoring plays in society it is important to provide a brief explanation of its history. The first hints of sports sponsoring began in the Greek and Roman times when individual athletes were supported by others through means of perfecting the environment of the competition. In return, the supporter would receive a higher social placement or simply feel the sense of achievement that comes with supporting the winning team.⁶⁰

⁵⁹ Walzel/Schubert (2018), p. 46. Note: quote translated from German.

⁶⁰ cf. Walzel/Schubert (2018), p. 2.

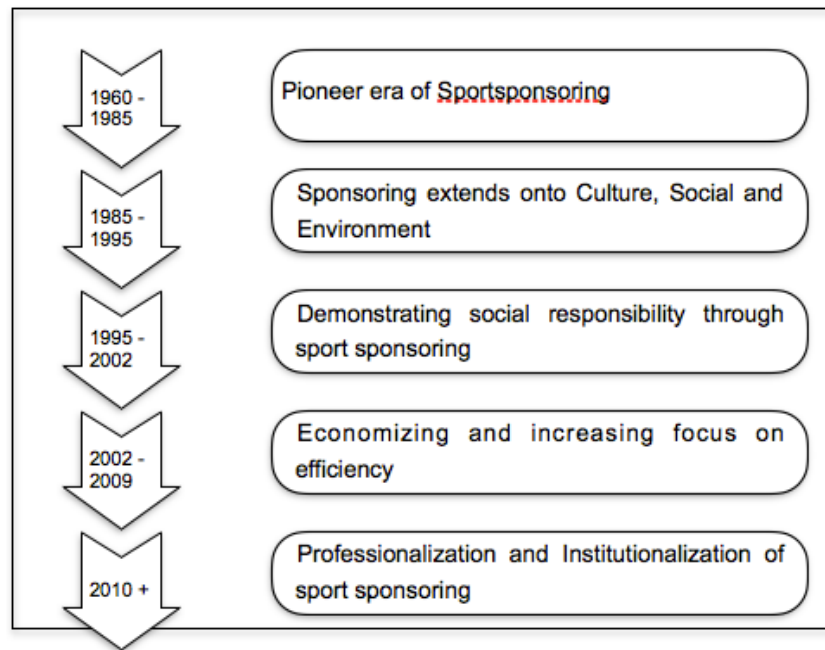


Figure 3: Developmental Phases of Sport Sponsoring⁶¹

The first documented events explicitly mentioned as sports sponsorship alongside hidden tv advertisement, however, began in the 1960s. The years 1960 - 1985 marked the pioneer era of commercialized sports. During this time, it became increasingly popular for corporations to advertise on sports jerseys and banners.⁶² Beginning in the mid- 1980s sponsoring became more and more relevant within the context of cultural, social and ecological matters. This, in effect, shifted the motives of sponsors from being mainly altruistically driven to economically interested. Program and media sponsorships also became increasingly popular during this time.⁶³ The mid 1990s marked the beginning of professionalized sports sponsoring. In other words, sponsoring began to play an integral part in the conceptualization of a corporations marketing mix. Combining sponsorships with other communication strategies became a way to improve marketing efficiency.⁶⁴ Economically focused sponsorships continued to gain importance in the beginning of the 21st century, increasing the need for economic measurability of the benefits and trade-offs between sponsor and sponsored

⁶¹ cf. Walzel/Schubert (2018), p. 4.

⁶² cf. Walzel/Schubert (2018), p. 2. & Bruhn (2010), no pagination.

⁶³ cf. Walzel/Schubert (2018), p. 3. & Bruhn (2010), no pagination.

⁶⁴ cf. Walzel/Schubert (2018), p. 3-4. & Bruhn (2010), no pagination.

subject. In the past decade the topic of CSR has become relevant in the sport sponsoring field due to the corporate intent to position sport sponsoring as a medium to engage in socially responsible activities.⁶⁵

3.2.1 Quantitative and Qualitative Development of Sport Sponsoring

Walzel and Schubert took to a quantitative and qualitative view of sponsorship by economically illustrating its significance for the development of society and listing criteria by which to prove the relevance of sport sponsoring for a marketing purpose respectively.⁶⁶

Quantitative Relevance of Sport Sponsoring

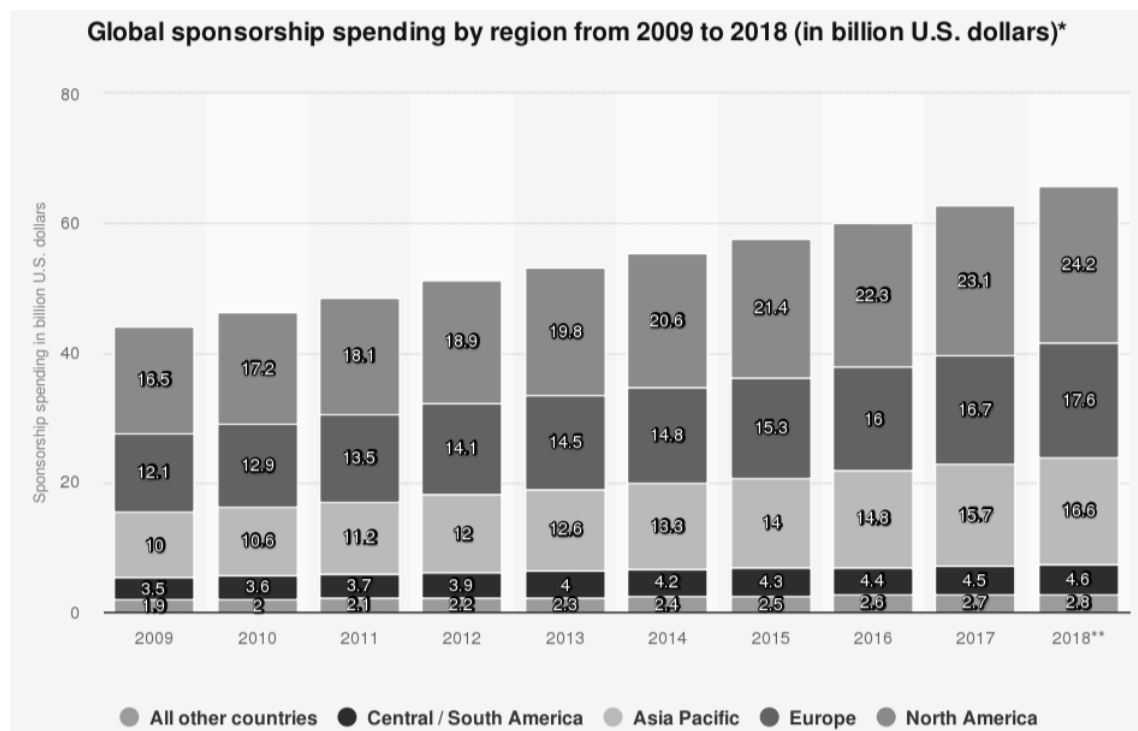


Figure 4: Global Sponsorship Spending by Region 2009 to 2018⁶⁷

⁶⁵ cf. Walzel/Schubert (2018), p. 4.

⁶⁶ cf. Walzel/Schubert (2018), p. 5.

⁶⁷ Guttman, A. (2019): Global sponsorship spending by region from 2009 to 2018. URL: <https://www.statista.com/statistics/196898/global-sponsorship-spending-by-region-since-2009/>

In the past decade, the amount spent for general sponsorships globally has increased by 60.4 percent from \$37.9 billion (2007) to \$62.7 billion (2017). The average yearly increase of spending between 2007 and 2017 was at 6.4 percent. IEG projected a further increase of global sponsorship spending by 4.9 percent in 2018, reaching a total of \$65.8 billion worldwide.⁶⁸ A regional split depicts that the most sponsorship spending takes place in North America (\$23.1 billion in 2017) followed by Europe (\$16.7 billion in 2017) and Asia Pacific (\$15.7 billion in 2017). (Figure 4)

In comparison to sponsorship spending in other areas such as entertainment, causes, art and culture, investments made specifically for sport sponsoring make up the largest segment. North America, the region with the highest sponsorship spending, invests 70 percent of its spending in sports, reflecting the highest projected spending increase at 4.9 percent from 2017 to 2018.⁶⁹ On a global level, sports sponsoring accounted for 78 percent of all sponsorship spending and a total of \$45.3 billion in 2015. With a yearly increase of 6.2 percent, the growth of sport sponsorship spending has stayed relatively identical to that of the overall sponsorship spending.⁷⁰



Figure 5: Annual Growth of Advertising, Marketing/Promotion and Sponsorship-Global ⁷¹

Figure 5 depicts a quantitative approach taken by the IEG to illustrate the significance of sponsorship in comparison to classical advertising and other forms of marketing

⁶⁸ cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 2.

⁶⁹ cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 4.

⁷⁰ cf. Walzel/Schubert (2018), p. 6.

⁷¹ IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 3.

such as public relations, direct marketing and promotions. While marketing and promotion enjoyed the greatest global growth in 2015, sponsorship has become the fastest growing among the broader marketing spectrum in the years since 2016 ending with a projected increase of 4.9 percent in 2018.⁷²

Qualitative Relevance of Sport Sponsoring

Besides the quantitative relevance of sport sponsoring there are qualitative characteristics that distinguish it from general sponsoring as well as from other channels of communication used by global companies. From the perspective of a sponsor there are several reasons a sports sponsorship may be more relevant than culture or education related sponsoring, for instance.

1. Sports sponsoring is recognized as a central source of income for sports and, because consumers are aware of this, is widely accepted in a positive light.⁷³
2. In comparison to other measures of communication, sports provide sponsors with a more extensive marketing reach due to mass media coverage.⁷⁴
3. The international reach the mass media provides caters specifically to the need for worldwide coverage that global companies seek, because they can, even with just one sponsorship, market to a global audience.⁷⁵
4. Sports sponsoring allows corporations to gain customer access in a mainly non-commercial and emotionally appealing environment.⁷⁶

Walzel and Schubert label the two most significant qualitative aspects of sport sponsoring to be its wide reach and good conditions for a positive image transfer. It is important to note that the qualitative aspects of sports sponsoring should be viewed with regard to the constantly evolving societal conditions. The following five societal conditions are qualitatively linked to sports sponsorships:

⁷² cf. IEG (2018): What Sponsors Want and Where Dollars Will Go In 2018. URL: <http://www.sponsorship.com/IEG/files/f3/f3cfac41-2983-49be-8df6-3546345e27de.pdf>, p. 3.

⁷³ cf. Walzel/Schubert (2018), p. 20.

⁷⁴ cf. Walzel/Schubert (2018), pp. 20-21.

⁷⁵ cf. Walzel/Schubert (2018), p. 21.

⁷⁶ cf. Walzel/Schubert (2018), p. 21.

1. The increased availability of leisure time in combination with the increased experience- centered desire of the modern public.⁷⁷ A study released by the IEG states that three in four millennials choose to spend money on experiences rather than buying a product they desire.⁷⁸
2. The heightened interest of the press for sport related media coverage.⁷⁹
3. A better knowledge of health and wellness along with the importance an active lifestyle has for disease prevention. This has caused a higher demand for cardiovascular activities and in turn, an increased interest for sponsoring sport related events such as the B-2-Run that has gained popularity in many German cities.
4. A shift from mainly a profit-motivated sponsoring to sponsoring that fulfills a good corporate citizenship and promotes a holistic societal wellbeing.
5. A decline of government funds allocated for public sports has led to a heightened dependence on funding from sponsors. Without the monetary support given by sponsors, most events would not be realized.⁸⁰

3.3 Motives for Engaging in a Sports Sponsorship

Sport sponsoring is a medium of communication that can follow several marketing related motives simultaneously.⁸¹ Companies do not use it to replace advertising, public relations, or sales promotion; sport sponsoring offers a distinct set of benefits.⁸² Walzel and Schubert list the motives companies have for undergoing sports sponsorships based on media reports from the sponsors. The most common motives companies have for undertaking sport sponsorships are a positive image transfer from

⁷⁷ cf. Walzel/Schubert (2018), p. 21.

⁷⁸ cf. IEG Sponsorship Report (2018): By the numbers: the growing importance of experiences. URL: <https://www.sponsorship.com/Report/2018/04/23/Ten-Golden-Rules-Of-Experiential-Marketing/By-The-Numbers--The-Growing-Influence-Of-Experienc.aspx>

⁷⁹ cf. Walzel/Schubert (2018), p. 21.

⁸⁰ cf. Walzel/Schubert (2018), p. 22.

⁸¹ cf. IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 18.

⁸² cf. IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 13.

the sponsored party onto the sponsor and an increased company exposure.⁸³ The next most commonly named motives that sponsors have are to heighten the quality of relationships and maintain customer and brand loyalty with either the consumer or business partners. These motives can be exemplified through corporate hospitality management activities such as providing customers or partners with VIP lounge business seats at modern sporting venues.⁸⁴ Companies create loyalty by combining their products and services with events and organizations that spark the emotions of their customers.⁸⁵ Another motive that often spurs on a company's decision to sponsor is fulfilling its CSR.⁸⁶ This can be done through many different measures such as sponsoring team jerseys for youth sports or providing specialized technologies to support sports teams for the physically disabled. Sport sponsorships are also used to achieve immediate sales and profit targets. This is a central motive for companies that sell their products before, during or after a sporting event. This is often done by beverage companies that have the exclusive rights to be the sole distributor of beverages at events. Although it is an effective strategy, reaching profit targets through sponsorships is not a popular motive for companies, especially in the United States.⁸⁷ Furthermore, sport sponsoring is a way to reach target groups that cannot be reached through the classic methods of advertising. Because it is a platform that specifically caters to its target group, it allows companies to purposefully attract new audiences. For similar reasons, maintaining contacts with media representatives and other multipliers or decision-makers is facilitated at sporting events. Many decision makers and people in leadership positions come together at exclusive, sports related venues. A sports sponsorship can additionally open up new distribution channels. For instance, sponsors may use the sponsored party's website to promote and sell their own products. This kind of access is often only reserved for the sponsor. Product marketing goals may also be achieved through sports sponsorships because they can be utilized as a platform to test and receive feedback on new products or as a means of introducing and demonstrating the performance of the unknown product. A last motive of sport sponsoring is employee motivation and recruitment. Sponsored events can be used as employee incentives in the form of gifted tickets or as an employee recruitment

⁸³ cf. Walzel/Schubert (2018), p. 67.

⁸⁴ cf. Walzel/Schubert (2018), p. 68.

⁸⁵ cf. IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 13

⁸⁶ cf. Walzel/Schubert (2018), p. 68. & Plewa/Quester (2011), p. 4.

⁸⁷ cf. Walzel/Schubert (2018), p. 68.

initiative because they allow for a laid-back atmosphere in which the recruiter can get to know future employees.⁸⁸

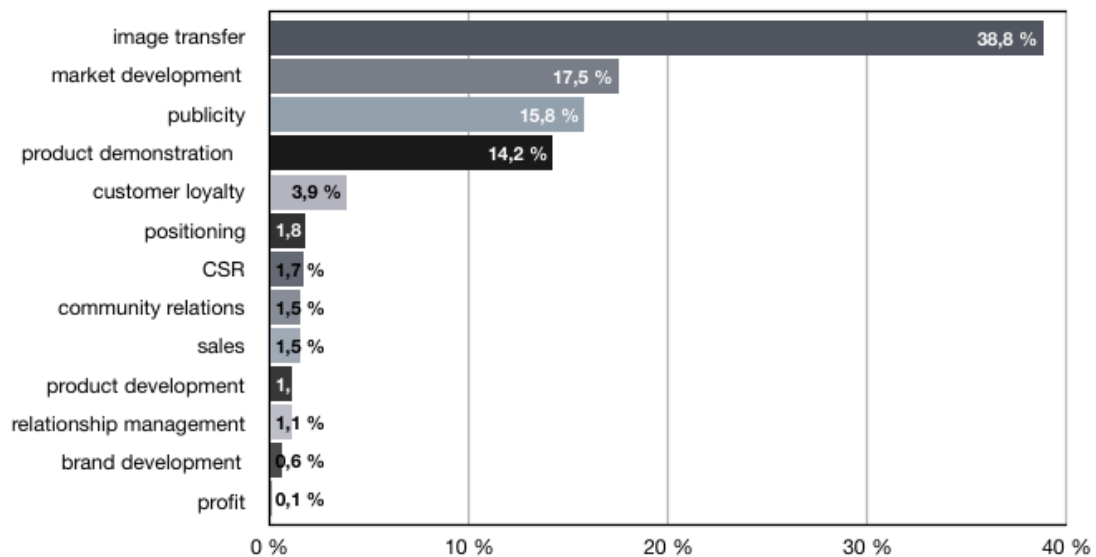


Figure 6: The frequency of sports sponsorship objectives mentioned in media reports from sponsors⁸⁹

Figure 6 Illustrates results from a study combining media reports and manager interviews of sport sponsors in Great Britain. The results depict that the most common goals among sponsors are those in relation to image improvement (38,8 %). Following the objective of image-transfer are the objectives of acquiring new target groups and developing new markets (17,5%), increasing brand-awareness (15,8%) and demonstrating products and services (14,2%).

⁸⁸ cf. Walzel/Schubert (2018), p. 69.

⁸⁹ Walzel/Schubert (2018), p. 70.

3.3.1 The Sponsorship Motive Matrix

External motives		
Opportunistic motives	Market <i>e.g.: Enhance sales among existing customers or possible new customers</i>	Society <i>e.g.: show responsibility for local community</i>
	<i>e.g.: Build ownership and psychological turnover intention barriers among employees and/or firm collaborators and stakeholders</i> Bond	<i>e.g.: express dedication and care for employees</i> Clan
Internal motives		
Altruistic motives		

Figure 7: The Sponsorship Motive Matrix ⁹⁰

The European Journal of Tourism Research recognizes that most research done on the motives for sport sponsorship centered around the customer perspective and not derived from that of the sponsor. The Sponsorship Motive Matrix identifies two contrasting orientations of motives behind a sponsor's decision: *internal* versus *external* motives and *opportunistic* versus *altruistic* motives. This two-way matrix categorizes firms motives specifically for the events sector of sports sponsoring. The central sponsorship motivation categories are labeled "market", "society", "bond" and "clan". ⁹¹

Externally focused motives are aimed at objectives that are outside of the sponsorship organization. An example of this can be gaining new customers or activities involving external stakeholders and partners. In contrast to the category of external motives, the internally focused motives involve target groups that have to do with a company's inner

⁹⁰ cf. Slåtten et. al (2016), p. 157.

⁹¹ cf. Slåtten et. al (2016), p. 143.

life. In the literature review of sponsorship descriptions, internal motives are seldomly mentioned in comparison to the external. Descriptions regarding internal motives state that sport sponsoring pursues the motive of receiving benefits related to a certain affiliation. This is interpreted to mean that sponsoring aims to provide advantages that are not limited to the externally related motives. Internally motivated sponsorships can strive for a heightened sense of pride, loyalty and motivation among employees, partners and other internal stakeholders.⁹² Another description of sponsorship that alludes to internal motives is that of Walraven which states:

“Sponsorships, when used as an internal branding vehicle, have a potential to contribute to employees’ identification and commitment with the corporate brand, their level of company pride and ultimately loyalty.”⁹³

It is concluded that motives for sponsoring can either be internal or external which in combination, represent areas aimed at achieving the benefit of sponsorship.⁹⁴

The second pair of motive orientations are opportunistic versus altruistic motives. Where the orientation of external versus internal motives is based on who benefits from a certain sports sponsorship, the contrast of opportunistic versus altruistic is centered around the rational or emotional nature of sponsorship. The rational motives, labeled as opportunistic motives in the sponsorship motive matrix, stem from self-interest, egoism and are driven by the sole goal to enrich the company. Opportunistically motivated sponsorships can be recognized through a company’s aim to increase its sales, better its brand awareness or extend its media exposure. The intent of these specific motives derives solely from the commercial interests and objectives of a firm.

Altruistic motives on the other hand, are the polar opposite of opportunistic motives. These emotionally based motives have a broader range of objectives that are not aimed at fulfilling a company’s commercial interests. Altruism is centered around sympathy, self-sacrifice and unselfishness and is closely associated with philanthropy or corporate giving from a business perspective. Contrary to opportunistic motives, altruistic motives are not focused on the expectation of return; they are referred to as charitable giving. Although realities of the corporate world do not reflect a purely altruistic behavior, the assumption that companies can act in an altruistic-like manner

⁹² cf. Slåtten et. al (2016), p. 148.

⁹³ Walraven et. al. (2012), p. 29.

⁹⁴ cf. Slåtten et. al (2016), p. 149.

can be made. The motives for this conduct can be exemplified by a desire to support a ethically and normative correct sponsorship by taking on the role of a responsible corporate citizen. Altruistic motives represent “who” or “what” benefits from a sports sponsorship rather than representing the general area where the benefit of the sponsorship should be achieved.

In summary, the sponsorship motive matrix depicts two orientations of company motives for a sports sponsorship. One orientation is that of the external versus internal motives which aim to benefit a certain area of a company and the other is that of the opportunistic versus altruistic motives which focus on the support of a specific individual, group or ideal.⁹⁵

Figure 7 illustrates the opposing motivational orientations in a two-way matrix. The vertical y-axis demonstrates the area that should benefit from a sponsorship ranging from internal to external motives. The horizontal x-axis is labeled with the opportunistic and altruistic motives and depicts “who” or “what” should be benefited by the sponsorship. The combination of the two motivational continuum axes results in a four-cell diagram that reflects the different motive categories ideal for a firms sponsorship.⁹⁶ The four cells, a combination of the respective motive categories, depict a more detailed categorization of sponsorship motives and are labeled “market“, “society“, “bond“, and “clan“. These motive categories derive from a combination of external/internal motives and altruistic/opportunistic motives.

A “market“ motive is defined as one which is centered around a specific target group and is a combination of external and opportunistic motives. This motive is based on the main objective to increase sales during or in the aftermath of the sponsored sports event. Due to the large audience that sports events provide, a sponsor motivated by “market“ based objectives will gain increased visibility for its brand and product through the sponsorship.⁹⁷

The “society“ motive derives from a combination of the sponsors external and altruistic oriented motives. This motive is pointed towards a broader target group and does not have a specific sales objective but rather offers an unconditional helping hand. Sports related “society“ motives include improving health-awareness, encouraging people to

⁹⁵ cf. Slåtten et. al (2016), pp. 149-150.

⁹⁶ cf. Slåtten et. al (2016), p. 150.

⁹⁷ cf. Slåtten et. al (2016), p. 152.

be outdoors and supporting the local or national region. Although firms may monetarily profit from entering a sponsorship with this motive, the identifier is that there is no initial expectation of return on sponsorship investment (ROSI).⁹⁸

The third cell, “bond”, reflects a combination of a company internal and opportunistic motives. The “bond” motive is centered around a particular set of goals for one specific target group. A key factor of this motive is building relationships with two stakeholder groups: participating partners and employees. This benefits the inviting firm because stakeholders will develop positive feelings towards the sponsor and likely engage in reciprocal behavior. Likewise, a positive correlation will cause employees to feel a heightened sense of pride, loyalty and identification to the firm, leading to an improved employee morale and customer satisfaction.⁹⁹

The final category of the four cell model is the “clan” motive. The section “clan” reflects its definition: a large group of friends, family or associates. A firms employees have a formal relationship with each other and can be understood as its “clan” the promotes its company’s interests. This section merges altruistic and internal motives, exemplified through a firm’s dedication to continuous care for its employees. Although this is not a primary sponsorship motive for firms, it is present as a secondary motive to encourage social or health related objective sought after by the employees. From a health-related perspective, sponsorship is used as a tool to advocate an overall healthy and physically active lifestyle. The ultimate goal is to positively contribute the individual health of each employee as well as decline the amount of absenteeism and increase general productivity within the firm. In addition, “clan” motives are also socially focused in effort to increase employee participation and networking. Sponsorships are a way for companies to create a natural forum for its internal stakeholders and employees to socialize. The “clan” motive can be used to benefit two company objectives at the same time.¹⁰⁰

In their sponsorship approach, most firms follow a combination of the stated objectives, “market”, “society”, “bond”, and “clan”. While it is assumable that one motive will be

⁹⁸ cf. Slåtten et. al (2016), p. 153.

⁹⁹ cf. Slåtten et. al (2016), p. 154.

¹⁰⁰ cf. Slåtten et. al (2016), pp. 155-156.

prioritized in the long term, each firm will have a sponsorship motive profile that consists of a primary or dominant motive followed by a secondary motive.¹⁰¹

¹⁰¹ cf. Slåtten et. al (2016), p. 158.

4 Sport Sponsoring as a CSR Initiative

A significant wave of literature on the concept of CSR has arisen, identifying the increasing interest corporations have shown for integrating it into their management strategy. Alongside the popularity of CSR, sport sponsorship research has also been on the rise, partly for the unique advantages it carries regarding corporate image.¹⁰² This section will provide a theoretical framework to build on the linkage of sport sponsorship and CSR. First, it is important to describe which characteristics of sport make it a relevant platform for communicating CSR. Next, the motives for undertaking a socially responsible sport sponsorship will be outlined followed by the two central methods of doing so. Sponsors often combine their goals and objectives for employing sport sponsorships with their goal of fulfilling CSR by utilizing the following two measures:

1. A firm may engage in CSR through the act of carrying out a sports sponsorship itself.
2. Companies may take this idea a step further by partnering for additional sport related activities.

The latter is motivated by efforts to increase authenticity of CSR engagement within a sports sponsorship. This can be exemplified through the social efforts taken by FIFA sponsors in support of youth living in poverty during the world cup in South Africa.¹⁰³

4.2 Uniqueness of Sport Sponsoring for a Company's CSR

Sport has become a favored platform for many corporations aiming to establish a community focused corporate image. Besides attracting mass audiences on local, national and global levels, it provides emotional attributes, provoking audiences beyond a mere cognitive level.¹⁰⁴ Babiak and Wolfe state that specifically professional sports organizations have become increasingly active in the CSR context. In their research, they examine the unique features professional sports organizations provide, that are of distinct relevance to a company's CSR design. The four factors passion, economics,

¹⁰² cf. Plewa/Quester (2011), p. 1.

¹⁰³ cf. Walzel/Schubert (2018), p. 89.

¹⁰⁴ cf. Plewa/Quester (2011), p. 4.

transparency and stakeholder management make sport an unparalleled method for undergoing CSR.¹⁰⁵

- **Passion:** The products of the sports industry stir up many emotions among fans and consumers such as passion and desire. Passion and sense of identity are characteristics of sports teams that can be greatly beneficial to communities and organizations alike because it encourages an integrated society and allows them to dwell in the positive image the audience is passionate about.
- **Economics:** From an economic perspective, sport is held to distinctive expectations than those of other industries. Sports teams and organizations often receive unique governmental protections along with public fund for infrastructure and support from public coffers. This causes stakeholders to heighten their expectations of the sports industry to engage in giving back to society and benefit the community.
- **Transparency:** The professional sports industry constantly generates up-to-date information about sports-related events on as well as off stage. Ongoings of the sports industry are covered by the media and instances such as the decision-making process of an organization, internal conflicts, the individual motives and interests of shareholders and contracts are prone to a higher scrutiny in comparison to that of other industries. In effect, sport organizations may take on CSR with the intention to insure themselves against negative reactions before a negative occurrence or improve their image in the eyes of the public after a negative occurrence.
- **Stakeholder Management:** The sports industry is made up of a complex web of stakeholders which all contribute to an organizations success. CSR activities aim to benefit relationships with stakeholders such as the media, sports team players, fans, consumers, sponsors and communities. All stakeholders take part in an operation and are partially responsible for the unique elements previously discussed.¹⁰⁶

In addition to the four factors summarized by Babiak and Wolfe, Walzel and Schubert state that sport makes positive contributions towards health, social integration,

¹⁰⁵ cf. Babiak/Wolfe (2009), p. 720.

¹⁰⁶ cf. Babiak/Wolfe (2009), p. 720-723.

communication of values such as tolerance and fair play and strengthening national identification.¹⁰⁷

4.3 Motives for a Socially Responsible Sport Sponsoring

As discussed in section 4.1., sport sponsoring can be utilized to make a positive contribution to societal development. There are many parallels between the definition of sport sponsoring mentioned in chapter three and that of CSR as defined by the European Commission (2011) and ISO26000. According to their definitions, CSR and sport sponsorship both provide that certain persons, groups of persons and/or other organizations are promoted or supported by the actions of organizations.¹⁰⁸ An example, depicted by Figure 6, shows that sports sponsoring follows the primary goals of increasing awareness and creating a positive image transfer for an organization.¹⁰⁹ It can be said that these goals, along with brand experience and perceived goodwill, are part of the framework of a company's brand management and carry a positive influence.¹¹⁰

Walzel and Schubert go on to bridge CSR with a more specific aspect of the sports industry: sports sponsoring. The meaning of a socially responsible sport sponsoring is identified along with the following five characteristics. In order to succeed as a socially responsible sponsor, the overall CSR strategy must be designed in such a way that it successfully achieves the aim to:

- protect the integrity of the sport
- preserve sport as a communication, including for other sponsors
- ensure and support the values and norms of the sport
- add to the bettering of society
- benefit the sponsor and /or the one being sponsored.¹¹¹

In the discussion regarding the objectives of CSR and sport sponsoring it can be said, that there are many similarities between the two. However, this does not necessarily

¹⁰⁷ cf. Walzel/Schubert (2018), p. 288.

¹⁰⁸ cf. Walzel/Schubert (2018), p. 289.

¹⁰⁹ cf. Walzel/Schubert (2018), p. 70.

¹¹⁰ cf. Bruhn (2010), no pagination.

¹¹¹ cf. Walzel/Schubert (2018), p. 296.

mean that a socially responsible sport sponsoring is purely motivated out of altruism. This is more so a win-win situation because sponsors do generate profit from the partnership as well. In other words, a socially responsible sport sponsorship benefits society while simultaneously increasing the value of the sponsor.¹¹² The following four motive categories are assumed on the basis of the similarities acknowledged between CSR and sport sponsorship motives. The motive sections will be visualized using successful sponsorship examples from global corporations seeking to communicate their CSR through sports. On this note it is important to state that certain corporations used in the examples, such as Nike, although classified as “sport” corporations, will not be considered as sport organizations in the context of this paper.

4.3.1 Motive: Sponsoring for Stakeholder Related CSR



Figure 8: Relationship Between an Organization, its Stakeholders and Society¹¹³

One of the many overlapping characteristics of both CSR and sport sponsoring is that of stakeholder management. The fifth clause of the ISO 26000s definition of CSR states that social responsibility requires an organization to recognize and identify its relationship to stakeholders and society. Through this, the organization should

¹¹² cf. Walzel/Schubert (2018), p. 292.

¹¹³ ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/lsidocs/3078-ISO%2026000_2010.pdf, p. 15.

understand three relationships: those between the organization and society, the organization and its stakeholders and the stakeholders and society. By doing so, it should be recognized that individuals and organizations may have differing interests that can be affected by the decisions or initiatives taken by an organization.¹¹⁴

Taking into consideration the CSR objectives from a stakeholder perspective, organizations are called to be aware of the interests of internal and external stakeholders. This includes investors, suppliers, consumers, employees, the community and the environment. Smith and Westerbeek state that sport offers this stakeholder inclusive approach regardless of social and economic gaps.¹¹⁵ As stated in section 2.3, CSR management strategy focuses on building healthy relationships between a firm and its internal as well as external stakeholders. Similarly, the Sponsorship Motive Matrix explained in Section 3.3.1, describes the presence of stakeholder focused motives through its distinction between internally and externally directed motives.

Relationship with Internal Stakeholders

A socially responsible sport sponsoring may be approached with the objective to benefit internal stakeholder relationships by pursuing employee motivation and heightened consumer interest.¹¹⁶ Specifically, for global companies, which have to consider a vast international workforce, sport sponsoring can provide a unifying effect among employees that can surpass country boundaries and cultural differences.¹¹⁷ From an employee perspective, CSR has been positively linked to job satisfaction, an improved job performance and heightened organizational commitment.¹¹⁸ There are several factors to be considered that lead to heightened employee motivation and identification with their company. This includes the congruence of the ethical values

¹¹⁴ cf. ISO 26000 (2010): Guidance on Social Responsibility. URL: http://lastradainternational.org/Isidocs/3078-ISO%2026000_2010.pdf, pp. 14-15.

¹¹⁵ cf. Smith/Westerbeek (2007), p. 2.

¹¹⁶ cf. Plewa/Quester (2011), p. 9.

¹¹⁷ cf. Amis/Cornwell (2005), pp. 12-13.

¹¹⁸ cf. Plewa/Quester (2011), p. 15.

between the employee and their employer and meeting employees needs regarding control, belongingness and meaningful existence.¹¹⁹

Although customers and fans are often perceived as rather passive receivers of information, they can also be considered as co-producers when it comes to defining the meaning of sponsorship communication. In other words, consumers may develop varying personal feelings in connection to a sports event depending on their past experiences or current life situations. For example, a fan that has experience with breast cancer may approach the sponsor of an event related to breast-cancer awareness with a positive sponsor-linked purchase commitment. These emerging event-meanings contribute to the sponsored event, its overall atmosphere and its success or failure.¹²⁰ This process is illustrated by means of Meenaghans concept of fan involvement in figure 9. This triangular relationship between the fan, the sponsor and the activity illustrate that the consumer develops positive emotions towards the sponsor that benefits a certain favored activity. The generation of goodwill is dependent on the intensity of fan involvement and in effect mold the consumers reaction towards the sponsor.¹²¹

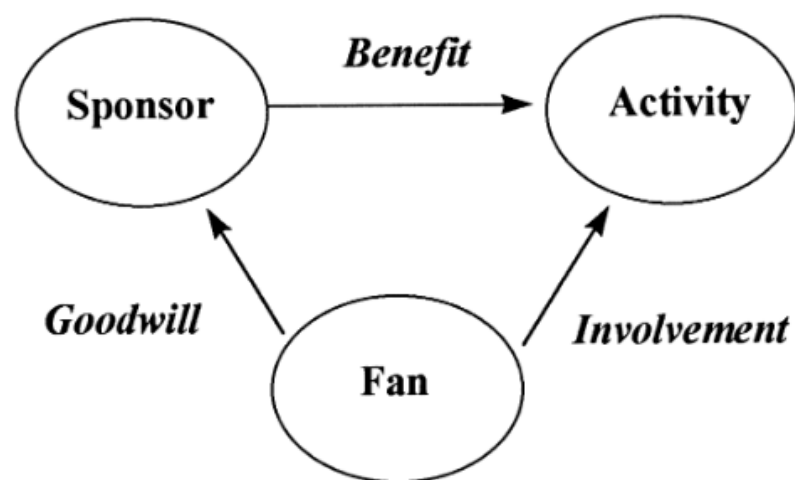


Figure 9: Goodwill effects and fan involvement.¹²²

¹¹⁹ cf. Plewa/Quester (2011), p. 18.

¹²⁰ cf. Amis/Cornwell (2005), pp. 301-302

¹²¹ cf. Meenaghan (2001), p. 106.

¹²² cf. Meenaghan (2001), p. 106.

With regard to sponsorship overall, it has been recognized that customers are ready to make buying decisions based on a company's social responsibility. The results of Canadas Millennial Poll reinforce this fact, stating that CSR is the number one factor that influences a customer's impression of a company.¹²³ In summary, CSR can be utilized to influence customer satisfaction, customer identification with the corporation as well as behavioral benefits such as purchase motivation.¹²⁴ These relationships are key to a corporation's global expansion because in sports, consumers and employees can identify with sponsorships and, in turn, fulfill the aim of expanding global ambitions while maintaining regional relevance.¹²⁵

Relationship with External Stakeholders

As introduced in chapter two of this thesis, within the top tier of the CSR pyramid as well as in the overlap of stakeholder theory, a successful CSR strategy aims to benefit not only a company's customers and employees, but society as a whole, including specific communities and the environment as well. In order to facilitate addressing society as a whole, sponsorship may be employed as a foundation to root the sponsor in the international market.¹²⁶ Sponsors in search of strengthening their CSR may seek to invest in local and regional communities with the aim of achieving local support as well as communicating their willingness to embed themselves within a certain region. CSR that resonates with a local community allows sponsors to root themselves in the minds of consumers and create a market advantage for themselves within that locality.¹²⁷ Specifically for global companies an especially interesting feature of CSR through sports is its unique advantage over cultural dispora which supports cultural understanding and integration.¹²⁸ By encouraging interaction within a community, sport can spread values of tolerance and understanding across cultures in a fun way. Sport CSR provides a platform to encourage an active and healthy lifestyle within the current societal issue of deteriorating health standards. Physical activity has been proven to

¹²³ cf. IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 14.

¹²⁴ cf. Plewa/Quester (2011), pp. 13-14.

¹²⁵ cf. Amis/Cornwell (2005), p. 302

¹²⁶ cf. Amis/Cornwell (2005), p. 227.

¹²⁷ cf. Plewa/Quester (2011), p. 12.

¹²⁸ cf. Amis/Cornwell (2005), p. 225.

promote physical development, psychological well-being and lessen tendencies to initiate risky behaviors. In effect, governments will have a decreased health expenditure due to strengthened communities.¹²⁹ Additionally, sports related social responsibility provides a platform to promote awareness for the environment and sustainability. Programs set in place by the sponsor have the opportunity to make a statement for sustainability by means of minimizing resources in support of a lessened environmental impact.¹³⁰

4.3.2 Motive: Communicating CSR Through Image Transfer

A second objective of sponsorship is to connect a brand with an event, or for the case of this thesis any sports-related initiative, in order to link the sponsoring brand with some of the positive associations customers have with the initiative.¹³¹ Brand image is generally described as the ideas and expectation that consumers associated with the company. An image transfer takes place on the grounds that the recipient perceives the sponsor and sponsored collectively and in effect transfers associations attributed from the sponsored to the sponsor.¹³² According to the IEG, sponsorship can create, reinforce or change a brand image in a more authentic way than that of paid media.¹³³ Likewise, the creation of a responsible image through CSR allows a company to send positive signals to internal as well as external stakeholders.¹³⁴ From a global company perspective, the image transferred from a sponsored event is even more critical due to the nature of a growing global community. Because an events image may vary according to the culture of the recipient, it is important to recognize that an event may not be appropriate for all consumer cultures. A consumerist culture, for example, may allocate more value to the meaning of certain products as it is perceived to increase the value of a person's self-concept.¹³⁵

¹²⁹ cf. Smith/Westerbeek (2007), p. 8.

¹³⁰ cf. Smith/Westerbeek (2007), p. 8.

¹³¹ cf. Amis/Cornwell (2005), p. 164.

¹³² cf. Walzel/Schubert (2018), p. 88.

¹³³ cf. IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 13.

¹³⁴ cf. Curbach (2009), p. 162.

¹³⁵ cf. Gwinner (1997), p. 157.

The “halo” effect

Sponsorship, in contrast to classical advertising, is taken on by corporations in hope that customers will perceive it to have a beneficial effect on society. Advertising on the other hand, is rather recognized as a selfish initiative merely in the interest of the advertiser. Meenaghan summarizes this contrast:

“Consumers appear to receive sponsorship communications in a halo of goodwill, which is generated by factors such as the perception of benefit, the subtlety of the message, and the disguised commercial intent of the communication.”¹³⁶

Amis and Cornwell exemplify this “halo” effect by determining that the attributes mostly associated with the Olympic games (friendship, multiculturalism, globality, participation and fair competition) created an affect transfer that rubbed these values off on sponsors of the games.¹³⁷ A study publicized by the IEG states that seventy percent of consumers say they perceive a brand in a more positive light when it provides content in relation to experiences and events. Additionally, attending an event increases the likelihood for one in four consumers to recommend the partnered brand to a friend.¹³⁸ A positive image transfer is one of the most sought out motives of sport sponsoring. The combination of sport sponsoring with CSR aims to achieve a broad pallet of attributes such as team-orientation, success, dynamic, socially responsible and an environmentally conscious approach.¹³⁹ Although sport sponsoring as a CSR initiative alone may be recognized as one that is lacking authenticity, a sponsorship in combination with other CSR initiatives in the context of sport is more believable and received well by consumers.¹⁴⁰ Sponsorship is perceived as a more subtle and indirect medium of communication and causes the customers to lower their defense mechanisms in response to a firms disguised method of persuasion.¹⁴¹ This method has been utilized in the management of public scandals or as an effort to divert the

¹³⁶ Meenaghan (2001), p. 101.

¹³⁷ cf. Amis/Cornwell (2005), p. 182.

¹³⁸ cf. IEG Sponsorship Report (2018): By the numbers: the growing importance of experiences. URL: <https://www.sponsorship.com/Report/2018/04/23/Ten-Golden-Rules-Of-Experiential-Marketing/By-The-Numbers--The-Growing-Influence-Of-Experienc.aspx>

¹³⁹ cf. Walzel/Schubert (2018), p. 290.

¹⁴⁰ cf. Walzel/Schubert (2018), p. 89.

¹⁴¹ cf. Meenaghan (2001), p. 101.

public's attention from previous negative attributes given to a company. Brammer and Millington argue that corporations that involve themselves with CSR initiatives aimed at tackling previous negative associations made with the company may achieve corporate atonement.¹⁴² These socially responsible initiatives reflect broad societal preferences and may bring reparation to a company's past reputation.¹⁴³

The popular CSR motive of a positive image transfer is realized within Coca Colas sponsorship of the London 2012 Olympic and Paralympic games. Coca Cola, a leading company not just within the food industry but also worldwide, has established itself as the longest continuous Olympic Games sponsor since 1928.¹⁴⁴ Coca Cola defined a total of four central objectives for London 2012 including health and wellness, waste, carbon and "doing more and going further".¹⁴⁵ This sponsorship has been specifically aimed towards achieving Coca Colas CSR objective of spreading health-conscious behavior among its consumers.¹⁴⁶ An underlying objective of the sponsorship was to provide the sport-focused consumers, including 14,500 athletes, with the broadest choice of drink ever offered at any Olympic games. Reflecting their commitment to participation in the UK governments Public Health responsibility deal, Coca Colas branding in Olympic venues centered around low- and no- calorie options including the sampling of sugar-free options.¹⁴⁷ A second objective was to promote active living and inspire young people to enjoy sports by implementing the initiative "Move to the Beat". The campaign encouraged young people to embrace the athletic nature of the Games through the power of music.¹⁴⁸ The third underlying aim was to recognize and celebrate young people who have positively influenced their community through their passion for sports and physical activity. The role models were identified as "Future Flames".¹⁴⁹ The

¹⁴² cf. Brammer/Millington (2005), p. 33.

¹⁴³ cf. Brammer/Millington (2005), p. 32.

¹⁴⁴ cf. Wind-Cowie et. al. (2012): Final Score: Measuring Up Part Two. URL: http://www.demos.co.uk/files/477zzzj_FinalScore_web_02.pdf, p. 9. & Molnar et. al. (2013), p. 86.

¹⁴⁵ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 10.

¹⁴⁶ cf. Molnar et. al. (2013), p. 86.

¹⁴⁷ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 15.

¹⁴⁸ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 16.

¹⁴⁹ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 18.

next subgoal in support of health-conscious behavior was to bring sports to the underdeveloped communities of London. In order to achieve this goal, the sponsorship took on an additional partnering charity, known as StreetGames, to increase grassroots athletic Participation.¹⁵⁰ Lastly, Coca Cola aimed to provide the intellectually disabled with sports opportunities year-round by supplying the funds necessary to the Special Olympics GB project for including four additional sports into the Unified Sports Program.¹⁵¹ Additionally, the corporate giant practices sponsorships in support of athleticism within the professional sports industry through global-event associations such as the FIFA World Cup, Rugby World Cup and Special Olympics.¹⁵²

Testimonial Marketing

The term "testimonial" is an individual's statement about a product, service or brand that is to be seen as an endorsement or recommendation. Firms often use endorsements as a way to connect their firm with a celebrity or, in the case of sponsorships, popular athletes, with the goal of reaching certain reactions among the recipients. The central objectives of utilizing testimonial marketing are to act as an eyecatcher with the aim of increasing awareness and brand recognition for a brands product or service as well as to create an image transfer by absorbing the positive characteristics of the testimonial and reflecting them onto the brand itself. Along with the reflection of positive attributes, the image transfer allows the message to be perceived as more authentic by the recipients. Through testimonials, the product presenter conveys a buying recommendation to consumers. In an ideal case, the consumers strong identification with the group or individual giving the testimonial will spur on a willingness to buy among recipients. Lastly, the use of testimonials strives towards an increase of brand loyalty among consumers. Sponsors often use the testimonial form labeled as "Co-Present Mode". This type of testimonial avoids explicit statements directly connecting the presenter to the product and permits a sponsor to benefit through the consumers identification to the meanings associated with the athlete. Utilizing testimonial marketing is not without its risks, especially when the group

¹⁵⁰ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 20.

¹⁵¹ cf. Coca Cola: London 2012: Our Sustainability Legacy. URL: <https://www.coca-cola.co.uk/content/dam/journey/gb/en/hidden/PDFs/london-2012-legacy-brochure.pdf>, p. 21.

¹⁵² cf. Molnar et. al. (2013), p. 86.

or individual presenting the supporting statement performs a misconduct. It is important for companies to continuously monitor their position in relationship to the testimonial with the intention to minimize risks. A risky testimonial can lead to unintended effects among recipients which in turn, result in a damaged company image or financial loss.¹⁵³

In the case of Nike, testimonial marketing is employed within the German-wide campaign “Nike: Heroes”. The philosophy behind Nikes sponsorship of individual athletes from various backgrounds is for athletes to fight against all odds for what they believe in, not only out of self-interest, but with the aim of creating an all-inclusive culture among the next generations. Nike employs the stories of its “Heroes”, like that of the female boxer Zeina Nassar, to reiterate its values and encourage athletes of all cultural backgrounds.¹⁵⁴

“Aside from fighting in the ring, Nassar has also fought to overturn a rule that disallowed women from competing in a head wrap. She won that fight too. Now, all female boxers are free to compete in a hijab.”¹⁵⁵

Alongside Nassar, the Nike News website introduces twelve further athletes along with a brief explanation of their relationship to Nike and contributions to the future generations in sports.¹⁵⁶

4.3.3 Motive: Market Development

The third motive for communicating CSR through sport is to develop within existing markets and expand into new markets because sport holds a distributive power and global reach into the international media. This may be initiated by means of social investment programs in support of participation and inclusion as well as the support of elite athletes or teams.¹⁵⁷ The sponsorship of sports events and experiences

¹⁵³ cf. Walzel/Schubert (2018), p. 92.

¹⁵⁴ cf. NIKE NEWS: Things to Know About Nike's “Helden”. URL: https://news.nike.com/featured_video/germany-2019-just-do-it-helden-campaign.

¹⁵⁵ NIKE NEWS: Things to Know About Nike's “Helden”. URL: https://news.nike.com/featured_video/germany-2019-just-do-it-helden-campaign.

¹⁵⁶ cf. NIKE NEWS: Things to Know About Nike's “Helden”. URL: https://news.nike.com/featured_video/germany-2019-just-do-it-helden-campaign.

¹⁵⁷ cf. Smith/Westerbeek (2007), p. 8.

specifically, allows for a feeling of increased global connection among consumers.¹⁵⁸ With increased business transactions worldwide, global corporations employ sport sponsorships as a way to integrate themselves in unknown locales with differing traditions.¹⁵⁹ Sponsorship is employed by global companies with an outlook on “glocalization” by providing a medium through which sponsors can deliver a locally relevant version of the sponsors message. Sport sponsorships allow global companies to manage the cultural and language barriers present in a global approach by resonating with the audience on an emotional level. Through their sponsorship strategy, firms aim to reach a maximum audience while simultaneously tailoring communication to be meaningful for specific markets.¹⁶⁰ Glocalization is defined by the Cambridge Dictionary as “the idea that local conditions must be considered in globalization”.¹⁶¹ The IEG sums this idea up in their statement:

“The era of the mass audience is gone. Sponsorship allows companies to hone in on a niche audience without any waste”.¹⁶²

Although sponsorship can facilitate a global reach, global companies desiring to communicate their CSR are more likely to signal a concern for communities by involving themselves in local and regional teams and events.¹⁶³

Youth and Child Related Initiatives

Within the sponsorship motive of expanding target groups through sport CSR, the youth and child groups are of specific importance; often described as the “demographic sweet spot”. A central objective of global sports sponsors is to reach the youth market of ages 12 to 24 and occasionally ages 10 to 18. When it comes to reaching this demographic, a group with the tendency to multitask, sponsoring proves to be an effective initiative due to its unique combination of entertainment and sports.¹⁶⁴ The

¹⁵⁸ cf. IEG Sponsorship Report (2018): By the numbers: the growing importance of experiences. URL: <https://www.sponsorship.com/Report/2018/04/23/Ten-Golden-Rules-Of-Experiential-Marketing/By-The-Numbers--The-Growing-Influence-Of-Experienc.aspx>

¹⁵⁹ cf. Amis/Cornwell (2005), p. 4.

¹⁶⁰ cf. Amis/Cornwell (2005), p. 160.

¹⁶¹ Cambridge Dictionary: Definition of Glocalization. URL: <https://dictionary.cambridge.org/de/worterbuch/englisch/glocalization>

¹⁶² IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 17.

¹⁶³ cf. Plewa/Quester (2011), p. 12.

¹⁶⁴ cf. Amis/Cornwell (2005), p. 197.

youth sector is especially important for sponsors because, on the basis of their “variety-seeking-behaviors” pubescent teens are in the process of deciding on brand preferences which will likely stay consistent throughout their entire lifetime. A study done in 2008 on the attitudes toward sport sponsors shows that in comparison to older generations, youth ages 14-19 are more likely to notice new brands through sport sponsoring that were unknown to them previous to the sponsorship.¹⁶⁵ Children and youth have a strong influence over the purchasing decisions of their parents. In 2004, 80 percent, the equivalent of \$1,88 Trillion, of parental buying decisions in industrialized countries stemmed from child influenced ideas.¹⁶⁶ Not only do youth and child related initiatives benefit brand recall and the acquirement of a new target group, the youth profit from it as well. Whether it be from a participative or spectator viewpoint, sport appeals to young people by means of encouraging involvement through participation-based programs or providing athletes as role-models. Through socially responsible sport programs, sponsors encourage self-esteem, advances in good citizenship and embed values like cooperation and a physically active lifestyle among young people.¹⁶⁷

When engaging new markets with the aim of embracing the local sporting vernacular, similar to the approach used in the Nike Heroes campaign, Nike has employed their sponsorships of several athletes whom play as a cultural bridge in order to communicate an authentic sense of national belonging.¹⁶⁸ In Nike’s 2007 “Where is the Next?” Asia-wide campaign, which was launched to coincide with the Asian Cup that determined which team will take part in the FIFA Confederations Cup, the corporation aimed for both a transnational appeal and local appeal simultaneously.¹⁶⁹ To develop and target the Asian youth market, Nike employed the global appeal of world-famous soccer celebrity Ronaldo de Assis Moreira as a way to speak to the universal desire of soccer youth.¹⁷⁰ In its approach for the campaigns commercial, recognizing that each country had its own differing interest, priorities and experiences, Nike sought out their

¹⁶⁵ cf. Walzel/Schubert (2018), pp. 305-306.

¹⁶⁶ cf. Walzel/Schubert (2018), p. 306.

¹⁶⁷ cf. Smith/Westerbeek (2007), p. 8.

¹⁶⁸ cf. Amis/Cornwell (2005), p. 71.

¹⁶⁹ cf. Kobayashi (2012), p. 49.

¹⁷⁰ cf. Kobayashi (2012), p.50.

respective key national signifiers to authentically illustrate the typical surroundings of each countries youth culture.¹⁷¹

4.3.4 Motive: Addressing Societal Issues

The trend of employing sports as a CSR initiative has become widely popular among corporations for the profitable impact of sports appeal unto the economic aspects of the corporate sector.¹⁷² When approaching a sponsorship with a CSR lens, companies strive to improve their relationships with stakeholders, better their image and develop within new and existing markets. A plethora of empirical evidence suffices to conclude that business success, from a monetary perspective, can be improved by implementing socially responsible practices. The true nature of CSR, however, is not based on the promise for return on investment or exposing a company in a positive light. For this reason, it is important to communicate CSR activities as authentic initiatives that are motivated by the desires of a corporation to devote part of its success back into the community from which it stemmed.¹⁷³ For global companies that have not taken the step towards engaging in morally sensitive sponsorships purely to give back to the community, it has been concluded that mimetic pressures have swayed them into taking moral initiative. Regardless of the benefits sought out by the corporation, the trend for global corporations to engage in morally sensitive sponsorship is on the rise.¹⁷⁴

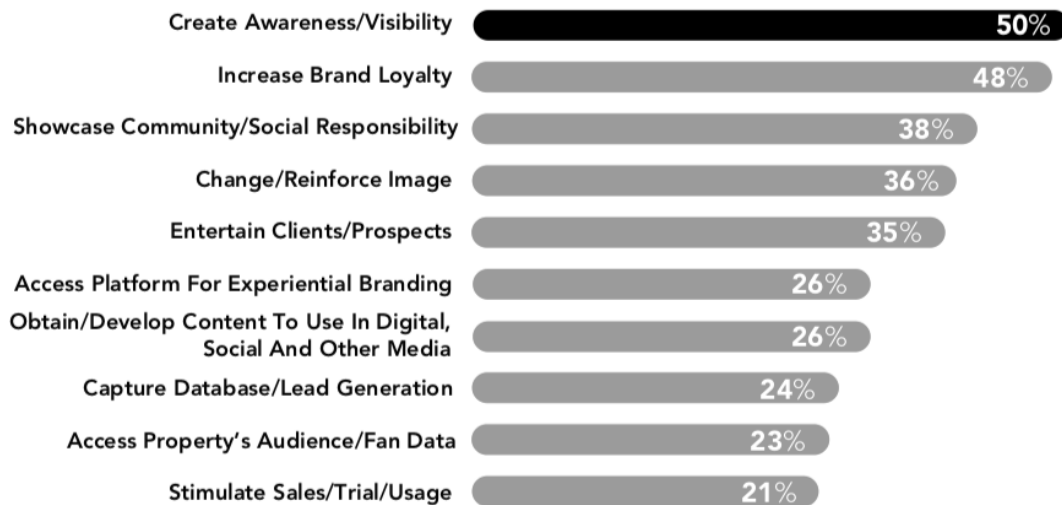
¹⁷¹ cf. Kobayashi (2012), p.51.

¹⁷² cf. Smith/Westerbeek (2007), p. 2.

¹⁷³ cf. Smith/Westerbeek (2007), p. 4.

¹⁷⁴ cf. Amis/Cornwell (2005), p. 275.

HOW IMPORTANT ARE THESE OBJECTIVES WHEN EVALUATING PROPERTIES?



Percent of respondents who ranked the factor a 9 or a 10 on a 10-point scale, where 10 is extremely important

Source: IEG/ESP Properties 2016 Sponsorship Decision-Makers Survey

Figure 10: How important are these objectives when evaluating properties?¹⁷⁵

According to the IEG, the third most important objective for sponsors in 2016, is that of showcasing community and social responsibility. This objective is depicted as separate from awareness, brand loyalty and image objectives. On this basis it can be assumed that sponsors allocate considerable value to the CSR objective alone and pursue it for reasons that are separate from its secondary, more economically focused intentions.¹⁷⁶ Authenticity of social responsibility actions is more successfully brought across by a firms willingness to fully integrate its sponsorships within initiatives that don't necessarily provide an investment return.¹⁷⁷ Within the last decade, sports has evolved from an entity that can employ social initiatives and play a part in inducing social order into a central tool for initiating social change.¹⁷⁸ This premise is described as "sports-in-development" (SDP) and is an idea acknowledged by the UN as an important area of

¹⁷⁵ IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 26.

¹⁷⁶ IEG (2017): IEGs Guide to Sponsorship. URL: <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>, p. 26.

¹⁷⁷ cf. Amis/Cornwell (2005), p. 201.

¹⁷⁸ cf. Levermore/Beacom (2009), p. 1.

civil society.¹⁷⁹ Common social issues often approached by sponsors seeking SDP include inequality, education, poverty, human displacement and conflict.¹⁸⁰ A quote often referenced to in literature which supports the sports-in-development stance is that of Nelson Mandela:

“Sport has the power to change the world. It has the power to inspire in a way that little else does. It speaks to youth in a language they understand. Sport can create hope, where once there was despair. It is more powerful than governments in breaking down barriers. It laughs in the face of discrimination.”¹⁸¹

Equality, Diversity and Fair Play

As determined in chapter 3, sport is an ideal platform for communicating values related to equality, access, diversity and fair play. The fundamental notion of fair play highlights the prioritization of providing an equal opportunity for all individuals, regardless of race, social standing, gender and the likes.¹⁸² Global corporations take advantage of the parallels sports have with company values by communicating their standing on societal issues through sponsorships. The philosophical overlap presented within the marriage of sport and its corporate partner provide unique advantages for the corporation, such as passion and distributive power of sport, as well as for the sponsored party, through the supply of resources which socially invested sports lack.¹⁸³ Human rights is a prevalent topic among the largest sports organizations worldwide. The IOC and FIFA, hosts of the most significant sporting events on a global scale, set an example for all sports organizations in general, causing the prioritization of human rights activities to be reflected in many sports related institutions. These efforts are exemplified through FIFA's establishment of an independent Human Right Advisory Board which consists of humanitarian bodies, labor groups and representatives from sponsoring businesses,

¹⁷⁹ cf. Coalter (2009), p. 57.

¹⁸⁰ cf. Darnell (2012), p. 8.

¹⁸¹ Note: cited by Levermore/Beacom (2009) & Sports Business Daily (2015): Sport sponsorship can play a larger role in driving social change. URL: <https://www.sportsbusinessdaily.com/Journal/Issues/2015/03/23/Opinion/Edwin-Moses-Dave-Mingey.aspx?hl=sponsorship+and+csr&sc=0>

¹⁸² cf. Smith/Wetserbeek (2007), p. 5.

¹⁸³ cf. Smith/Westerbeek (2007), p. 7.

including Coca Cola and Adidas among others.¹⁸⁴ By bridging social and cultural divides, sport can be perceived as a tool that brings various stakeholders together to achieve a common goal of securing a positive international development.¹⁸⁵

In a society seeking development that steers away from the traditional oppressive, patriarchal situations, the feminist perspective has become essential when taking measures with regard to race, gender and cultural issues.¹⁸⁶ One of the most relevant trends in sports currently is the increased rate of change in women's sports.¹⁸⁷ Through partnerships with women's sports, sponsors can make meaningful statements in support of equal pay among men and women athletes¹⁸⁸, social inclusion, activism and the empowerment of young women to take up leadership positions.¹⁸⁹ Women sports are a critical platform for corporations seeking to communicate values such as authenticity and family orientation. The outcome of the Nielsen women's sport research in 2018 states that women's sports, in comparison to men's sports, are acknowledged as more inspiring, progressive, family oriented and cleaner. Furthermore, only 7 percent of people across eight markets¹⁹⁰ associated women's sports to be money driven; proving a significant difference to the 39 percent relating men's sports to money drive. Meaningful statistics from this study specifically related to sponsors of women's sports stated that one fifth of the investigated population is more influenced by sponsors of women's sports than those of men's sports and that three quarters of those interested in women's sports can name at least one sponsor brand.¹⁹¹

It is no question that racial discrimination, abuse and harassment of minorities have been ongoing issues not only among society but also within the context of professional sports. From an international perspective, the past twenty years have shown a

¹⁸⁴ cf. Keys/Burke (2019), pp. 219-220.

¹⁸⁵ cf. Darnell (2012), p. 2.

¹⁸⁶ cf. Nicholls (2009), p. 158.

¹⁸⁷ cf. Nielsen Sports (2018): The Rise of Womens Sports: Identifying and Maximizing the Opportunity. URL: <https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/the-rise-of-womens-sports.pdf>, p. 4.

¹⁸⁸ cf. Nielsen Sports (2018): The Rise of Womens Sports: Identifying and Maximizing the Opportunity. URL: <https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/the-rise-of-womens-sports.pdf>, p. 4.

¹⁸⁹ cf. Levermore/Beacom (2009), p. 194.

¹⁹⁰ Note: The eight markets researched by Nielsen Sports Women's Sports Research 2018 are UK, USA, Australia, France, Germany, Italy, New Zealand and Spain

¹⁹¹ cf. Nielsen Sports (2018): The Rise of Womens Sports: Identifying and Maximizing the Opportunity. URL: <https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/the-rise-of-womens-sports.pdf>, pp. 21-22.

significant development. What was formerly a field in which the widespread practice of race hatred was accepted, has become a domain that aims to recognize that racial abuse, harassment and violence are intolerable behaviors.¹⁹² A significant example of this change is the 2003 initiative *Achieving Racial Equality Through Sports* composed by Sport England's Racial Advisory Group and the UK Commission for Racial Equality in conjunction with the Local Government Association. This was a compilation of policies not only aimed to develop diversity within sports but to place sports as a method for deploying antiracism initiatives. Sponsoring organizations partner with sports teams or individuals to create action plans that will address requirements needed to achieve equality.¹⁹³ Furthermore, commercial sponsors have proven to be key players in tackling racism through sports because they provide the financial backing necessary to mobilizing campaign activities, such as employing an events company, for instance.¹⁹⁴

Hand in hand with practicing social responsibility in order to tackle racism and discrimination is the method of establishing campaigns and initiatives devoted to development related goals. The objectives may include improving health, education and economic development of poorer communities.¹⁹⁵ SDP is a term often used to describe initiatives not necessarily aimed at the development within the sports world, but extends into the ideal of a broader social development. By employing SDP programs, organizations create initiatives to promote social change within the following seven categories: resolving conflict, cultural understanding, development of infrastructure, education, empowerment of minority groups, encouraging a healthy lifestyle and pursuing economic development.¹⁹⁶

NIKE is a global leader in implementing the development of equal rights in society through sponsorships of individual athletes, sports teams and youth sports. Wieden and Kennedy, NIKE's marketing agency, summarizes NIKE's mission statement:

¹⁹² cf. Spracklen/Long (2011), p. xi.

¹⁹³ cf. Spracklen/Long (2011), pp. 70-72.

¹⁹⁴ cf. FRA (2009): Tackling racism and discrimination in sport. URL: https://fra.europa.eu/sites/default/files/guide-tackling-racism-in-sport_en.pdf, no pagination.

¹⁹⁵ cf. ICSSPE (2014): Sport Matters: "More Sport. Less Poverty!" URL: <https://www.icsspe.org/content/sport-matters>

¹⁹⁶ cf. Darnell (2012), pp. 7-8.

“Nike’s mission as a company is to bring the world together through sports, to strengthen active communities, and to create equal opportunities for all athletes. While many people see athletes winning and competing, Nike sees heroes, who help to advance, enrich and inspire society.”¹⁹⁷

With a market value of \$224.3 billion in 2019, NIKE places as the 29th largest company worldwide¹⁹⁸ and has been recognized as a one that leads by example when inspiring equality through sport.¹⁹⁹ NIKEs 2018 “Dream Crazy” campaign is prime example of a global company initiating equality and diversity related CSR objectives within sports sponsorships. “Diversity and Equal Opportunity” is listed under NIKEs high priority issues of 2018 and is an ideal consistent among all facets of the company, from providing a company-wide internal focus on building an inclusive culture to sponsoring athletes and sporting institutions in support of equal rights.²⁰⁰ NIKEs 30th anniversary “Dream Crazy” campaign largely identified with the corporations sponsorship of former NFL quarterback Colin Kapernick, an activist against police brutality and racial injustice in the U.S. The athlete known for kneeling in protest during the U.S. national anthem was supported by NIKE in the anniversary campaign. In addition to NIKEs continued sponsorship of Kapernick during the controversial debate, the corporation created an apparel line specifically for Kapernick and donates to the athletes know your rights charity.²⁰¹ Labeled as one of “2018s Most Activative Campaigns” by Aktivative, NIKEs campaign successfully communicated the company’s stand for social injustices and racial equality through its sponsorship of Kapernick. The theme of the “Dream Crazy” campaign was continued through to 2019 with “Dream Crazier” which reflected a second aspect of equality; equality between genders.²⁰² One of NIKEs most recent

¹⁹⁷ Wieden + Kennedy (2019): Nike Helden (Heroes). URL: <https://www.wk.com/work/nike-helden-heroes/>

¹⁹⁸ cf. Duffin (2019): The 100 largest companies in the world by market value in 2019. URL: <https://www.statista.com/statistics/263264/top-companies-in-the-world-by-market-value/>

¹⁹⁹ cf. O'Brien, Kyle (2017): Nike uses the power of sport to take a stand for equality in new campaign. URL: <https://www.thedrum.com/news/2017/02/12/nike-uses-the-power-sport-take-stand-equality-new-campaign>

²⁰⁰ cf. NIKE (2018): FY18 NIKE, Inc. Impact Report: Purpose Moves Us. URL: https://purpose-cms-production01.s3.amazonaws.com/wp-content/uploads/2019/05/20194957/FY18_Nike_Impact-Report_Final.pdf, p. 3.

²⁰¹ cf. Aktivative (2019): Aktivative Annual 2018/19. URL: <https://strivesponsorship.com/wp-content/uploads/2018/12/Activative-Annual-2018-2019.pdf>, pp. 18-19.

²⁰² cf. Danziger, Pamela N. (2019): Nike Declares 2019 Its Year For Women. URL: <https://www.forbes.com/sites/pamdanziger/2019/03/01/nike-the-worlds-most-valuable-fashion-brand-declares-2019-its-year-for-women/#448d0fff419d>

efforts in 2019 was motivated by the inclusion of women athletes and addressed the steady decline in female sports participation by sponsoring female athletes through a three-year partnership with UEFA Women's Football. In addition to NIKE being the match ball supplier at UEFA Women's competitions, the partnership supported UEFAs #weplaystrong initiative; a plan that aims to establish football as the leading female sport in Europe.²⁰³ Nadine Kessler, UEFAs head of women football summarizes the corporations standing in the partnership by stating:

"We are delighted to have such a prestigious global brand such as Nike, who are committed to equality within sport and renowned for empowering female athletes all over the world".²⁰⁴

Besides sponsorships aimed to develop racial and gender equality in the global society, NIKES SDP involvement includes sponsorship programs targeted at promoting health and disease prevention in poorer areas.²⁰⁵ These programs strive to give an equal opportunity to individuals living in under-developed living conditions with regard to health-care access, education and employment rates.²⁰⁶ NIKES N7 Fund is an initiative that delivers sport and health related benefits to native American and aboriginal communities in the U.S. and Canada by working together with Indian Health Service (IHS) and the National Indian Health Board (NIHB) as well as sponsored N7 ambassadors.²⁰⁷ Currently, the N7 Fund sponsors 14 athlete ambassadors all of which have a native American or aboriginal background. Additionally, 2019 marks N7s fifteenth year as title sponsor of the largest all-indigenous tournament, the Native American Basketball Invitational (NABI). In this context, NIKE created two new silhouettes in its footwear collection technically and aesthetically built for the fast-paced basketball style widespread among tribal communities known as "rez-ball".²⁰⁸

²⁰³ cf. NIKE: inspiring the next generation of female athletes. URL: <https://purpose.nike.com/nikes-deeper-commitment-to-female-athletes>

²⁰⁴ UEFA (2019): NIKE on the ball with exclusive UEFA Women's Football deal URL: <https://www.uefa.com/insideuefa/news/newsid=2594980.html>

²⁰⁵ cf. N7: About the N7 Fund. URL: <https://n7fund.nike.com/about/>

²⁰⁶ cf. Hayhurst/ Szto (2016), no pagination.

²⁰⁷ cf. N7: About the N7 Fund. URL: <https://n7fund.nike.com/about/>

²⁰⁸ cf. NIKE News (2019): The Nike N7 Collection Introduces Two Silhouettes Designed by Tinker Hatfield. URL: <https://news.nike.com/news/nike-n7-summer-2019-zoom-heritage-zoom-down-rock>

The 2017 Nike ad for equality summarizes the corporations overall outlook on conveying equality, diversity and fair play not only among the sports world, but among society as whole:

“Is this the land history promised? This field of play. Where the dream of fairness and mutual respect lives on. Where you are defined by actions, not your looks and beliefs. For too long these ideals have taken refuge inside these lines. Equality should have no boundaries. The bond between players should exist between people. Opportunity should be indiscriminate. Worth should outshine color. The ball should bounce the same for everyone. If we can be equals here, we can be equals anywhere.”²⁰⁹

Environmental Sustainability

A socially responsible sport sponsoring often intends to develop policies and practices in support of environmental sustainability. In acknowledgement of the demanding burdens that sport has on the physical environment, organizations sponsoring sports make it a point to implement actions to minimize environmental damage.²¹⁰ Besides intending to reduce the impact that sports has on the environment, organizations aim to raise environmental awareness, taking hold of fan-loyalty to influence fan engagement for sustainability.²¹¹ Sport provides a unique opportunity for fan engagement because its customers behave in a manner that goes beyond self-oriented activities. Fan engagement identifies extra-role behaviors, behaviors that support the team, in non-transactional exchanges.²¹² Therefore, fan engagement for sustainability anchors itself within the extra-role behaviors of loyal consumers to influence a sustainable lifestyle beyond the sports context.²¹³ According to the Fan Engagement Playbook, sponsors and the sponsored organization must be appropriately coupled with a fitting

²⁰⁹ Rentz (2017): Nike setzt ein starkes Zeichen gegen Diskriminierung. URL: <https://www.horizont.net/marketing/nachrichten/Equality-Nike-setzt-ein-starkes-Zeichen-gegen-Diskriminierung-146035>

²¹⁰ cf. Smith/Westerbeek (2007), p. 6.

²¹¹ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 4.

²¹² cf. Yoshida et. al. (2014), p. 403.

²¹³ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 4.

sustainability marketing initiative.²¹⁴ A survey given by the Green Sports Alliance, an organization that works to support environmental practices among sports teams, leagues, venues and events, on the perceptions of sustainability efforts in sports, highlights sponsorship attitudes towards engaging with sports organizations for an environmentally-friendly approach. Among 63 survey participants consisting of sports organizations, 59 percent stated that sustainability efforts have increased in importance among their sponsors in the past five years and 74 percent said that sustainability efforts are somewhat to extremely important among their sponsors.²¹⁵

The motive of supporting environmental sustainability through sport sponsorships can be exemplified by PepsiCo's and CU Boulders initiative "Bring your Bottle Back to Life".²¹⁶ One of PepsiCo's eight goals, defined in their sustainability agenda, is to change the way its customers approach plastic waste by designing 100 percent of its packaging to be recyclable by 2025.²¹⁷ Similarly, CU Boulder has been working towards implementing zero-waste in its athletic programs since 2008. Within the framework of these objectives, PepsiCo worked together with CU Boulder's football team, the Colorado Buffaloes, to encourage fans to create a cognitive connection between the act of engaging in a sustainable behavior and the result of recycling. The overlying goal of this partnership was to spur a change in fan behavior by encouraging fans and consumers to increase their recycling habits, specifically in the recycling of plastic bottles.²¹⁸ This sponsored initiative for sustainability particularly aimed to positively influence individuals that were unaware or did not yet partake in sustainability activities as already informed individuals tend to be less attentive to such initiatives.²¹⁹

²¹⁴ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 10.

²¹⁵ cf. Sports Business Journal (2016): Green Survey Results. URL: <https://www.sportsbusinessdaily.com/Journal/Issues/2016/06/06/In-Depth/Survey.aspx>

²¹⁶ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 37.

²¹⁷ cf. PepsiCo: Our Goals. URL: <https://www.pepsico.com/sustainability/our-goals>

²¹⁸ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 38.

²¹⁹ cf. Green Sports Alliance (2018): Fan Engagement Playbook. URL: <https://greensportsalliance.org/wp-content/uploads/2019/02/FanEngagementPlaybook2018-06-27FINAL.pdf>, p. 38.

5 Thesis Conclusion

This thesis provides a compilation of motives that cause global companies to take the decision to undergo sports sponsorships as CSR initiatives. The initial aim of this paper was to inform corporate business leaders, sports managers, marketers and consumers about the positive sponsor objectives a relationship between corporations and sports institutions strives for. Before undergoing a thorough analysis of company motives, the fundamental definitions, motives and components of CSR and sport sponsoring are discussed separately. Next, sport sponsoring as a CSR initiative is introduced on the basis of a theoretical sport sponsoring and CSR overlap. Viewed from a scholarly perspective, CSR is presented as the overlaying management approach and sport sponsoring as its underlying instrument of communication. The four motive categories presented in this thesis derive from a selection of related theses and studies concluded from a sponsor perspective. This thesis found that the most commonly pursued motives are sponsoring for a stakeholder related CSR, image transfer, market development and addressing societal issues. The motives are then visualized by means of real-life examples from corporations undergoing sport sponsorships with the central aim of practicing and communicating social responsibility. The case studies are presented in order to demonstrate that companies seeking to achieve the listed motives and objective can successfully do so by instrumentalizing their partnerships with sporting institutions. Additionally, they exemplify why sporting institutions are an optimal area for achieving CSR objectives.

5.1 Criticism Towards Socially Responsible Sport Sponsoring

Despite the reinforcement provided for the motives theorized within this paper, it is necessary to note that the concluded argument may not be an umbrella-concept for all global corporations. Economic interest and commercial intent are often discussed when approaching the topic of sport sponsorship motives.²²⁰ It has been said that sport sponsorships are not commonly perceived in correlation with goodwill.²²¹ In their study

²²⁰ cf. Plewa et.al. (2016), p. 800.

²²¹ cf. Plewa et.al. (2016), p. 810.

of shareholder reactions on sponsorship announcements, Mazodier and Rezaee concluded that philanthropic sponsorships are perceived more positively than commercial sponsorships.²²² Therefore, it can be inferred that the sponsorships of sporting organizations that are viewed as largely commercial, may interfere with the growth of the sponsors CSR image.²²³ The topic of authenticity is one that is highly relevant within the sports CSR discussion. As touched on within this thesis, companies aware of this may strive for an approach that will reflect their company's authenticity to the outside world by employing methods such as sponsoring without the hope for an investment return²²⁴, combining a sports sponsorship with other CSR initiatives²²⁵ or sponsoring women's sports²²⁶. Nevertheless, it is a widespread perception, that a large company investment in sports properties is not the most effective method for building a socially responsible image.²²⁷ In this context, the common saying, "*The road to hell is paved with good intentions*" may ring true for many critics of SCSR.²²⁸ This is exemplified within the criticisms that Nike faced in their initiatives for societal development. Specifically, when approaching the topics of racial and gender inequality, corporate initiatives are prone to be met with controversy.²²⁹ Nikes N7 Program, for example, has been described as an incongruent business practice because while Nike aims to support development of aboriginal communities, the corporation concurrently continues to sell its products to teams supporting mascotry of Native Americans such as the baseball team, the Cleveland Indians.²³⁰ Sponsorships entered for image-transfer purposes are also likely to be critiqued in the case of an incongruent partnership. For instance, Coca Colas corporate sponsorship of the London 2012

²²² cf. Mazodier/Rezaee (2013), p. 21.

²²³ cf. Plewa et.al. (2016), p. 800.

²²⁴ cf. Amis/Cornwell (2005), p. 201.

²²⁵ cf. Walzel/Schubert (2018), p. 290.

²²⁶ cf. Nielsen Sports (2018): The Rise of Women's Sports: Identifying and Maximizing the Opportunity. URL: <https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/the-rise-of-womens-sports.pdf>, pp.21-22.

²²⁷ cf. Plewa et.al. (2016), p. 797.

²²⁸ Note: Definition of the saying "the road to hell is paved with good intentions": said to emphasize that you must not simply intend to behave well but you must act according to your intentions, because you will have problems or be punished if you do not. Cambridge Dictionary: URL: <https://dictionary.cambridge.org/de/worterbuch/englisch/road-to-hell-is-paved-with-good-intentions?q=The+road+to+hell+is+paved+with+good+intentions>

²²⁹ cf. Hayhurst/ Szto (2016), no pagination.

²³⁰ cf. Hayhurst/ Szto (2016), no pagination.

Olympic and Paralympic Games may be considered a conflict of interest because the products sold by this transnational sweetened beverage company are linked to negative health effects, the opposite of the intended health-supportive goals.²³¹ When it comes to sustainability initiative within the sports industry, such as PepsiCo and CU Boulder's "Bring your Bottle Back to Life", a common view is that such initiatives are solely employed as public relations moves in the interest of greenwashing.²³² Greenwashing describes company actions aimed to make people believe that the corporation is doing more to support environmental sustainability than it really is.²³³ A study done by the Green Sports Alliance revealed that 35 percent of participants recognized sustainability initiatives as PR and 8 percent as a cost saving action.²³⁴

These examples coincide with the view of Smith and Westerbeek that mismanagement of sport CSR (SCSR) may cause wrong messages to be conveyed due to the universality, diverse symbolism and distributive power of sports.²³⁵

5.2 Implications and Outlook

From a societal and economic perspective, sport is just as relevant on local, regional and national levels as it is on an international scale.²³⁶ The approach of this thesis is aimed to clarify why global companies seek out sport sponsorships, if not for increasing profit, and exemplifies the rising trend for corporations to take a CSR perspective. However, this outlook is also valid for corporations on a local and regional scales. Small and middle enterprises (SMEs) are especially affected by problems regarding social responsibility within their community.²³⁷ Smaller sponsors are especially interested in establishing themselves as authentic, socially responsible players within

²³¹ cf. Gomez, Luis et. al. (2011): p. 425.

²³² cf. Sports Business Journal (2016): Green Survey Results. URL: <https://www.sportsbusinessdaily.com/Journal/Issues/2016/06/06/In-Depth/Survey.aspx>

²³³ Cambridge Dictionary: Definition of Greenwashing. URL: <https://dictionary.cambridge.org/de/worterbuch/englisch/greenwashing>

²³⁴ cf. Sports Business Journal (2016): Green Survey Results. URL: <https://www.sportsbusinessdaily.com/Journal/Issues/2016/06/06/In-Depth/Survey.aspx>

²³⁵ cf. Smith/ Westerbeek (2007), p. 10.

²³⁶ cf. Plewa et. al. (2016), p. 799.

²³⁷ cf. Vo, Linh Chi. (2011), p. 91.

their respective markets.²³⁸ Likewise, organizations in support of sports closely tied with their surrounding community benefit from a sponsorship regardless of whether the organizations actively engage with their community.²³⁹

Future research may also investigate a further motive identified as creating shared value for competitive advantage.²⁴⁰ This motive is one purposely left out of this thesis because it carries the implication, that social initiative is taken purely for economic advantage.²⁴¹ While this thesis has determined that CSR, simply stated, is a corporation's investment in its community at regional, local and global levels, a further area of research may be the competitive advantages that arise by undergoing such investments. The concept of creating shared value (CSV) summarized by Porter and Kramer increases company value by taking into consideration both societal and economic values.²⁴²

Because the motives for employing sport sponsorships as CSR initiatives have been analyzed, a natural continuation of this topic would be an investigation into the effectiveness of doing so. It is reasonable to assume that pursuing this will bring both positive and negative effects. As might be expected, the positive effects are reflected within the completion of reaching said motives and objectives. With regard to fallbacks, as alluded to in section 5.1, communicating CSR through sports sponsorships may result in negative consequences for the sponsoring organization if the sponsoring approach is perceived as not credible.²⁴³ In order to assess these implications, consumer evaluations of such initiatives are necessary, an area yet to be investigated by researchers.²⁴⁴ There have been comments on effects of CSR in sports such as emotional responses towards sponsors or prices of shares. Empirical tests of these effects, possible risk factors as well as other consequences of inquiry, however, are scarce and in need of elaboration.²⁴⁵

²³⁸ cf. Plewa/Quester (2011), p. 23.

²³⁹ cf. Plewa et. al. (2016), p. 810.

²⁴⁰ cf. Kramer/ Porter (2011), p. 8.

²⁴¹ cf. Kramer/ Porter (2011), p. 7.

²⁴² cf. Kramer/ Porter (2011), p. 6.

²⁴³ cf. Plewa et. al. (2016), p. 810.

²⁴⁴ cf. Plewa/Quester (2011), p. 10.

²⁴⁵ cf. Plewa/Quester (2011), p. 8.

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Eigenständigkeitserklärung

Hiermit erkläre ich, dass ich die vorliegende Arbeit selbstständig und nur unter Verwendung der angegebenen Literatur und Hilfsmittel angefertigt habe. Stellen, die wörtlich oder sinngemäß aus Quellen entnommen wurden, sind als solche kenntlich gemacht. Diese Arbeit wurde in gleicher oder ähnlicher Form noch keiner anderen Prüfungsbehörde vorgelegt.

Ort, Datum

Vorname Nachname