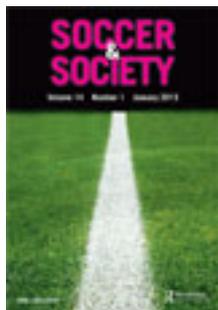


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Drivers behind corporate social responsibility in the professional football sector: a case study of the German Bundesliga

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This article presents a case study of corporate social responsibility in one major European professional football league. An empirical analysis of the German Bundesliga investigates the social and environmental measures that were implemented by the 18 clubs and discusses their impact and the drivers behind them. Common examples for social initiatives are regional operating foundations and school projects. Societal drivers such as re-establishing local roots and serving as a model for society as well as economic motives such as strengthening customer retention and capturing sponsors' interest were identified. The comprehensive climate protection initiatives such as photovoltaic plants and environmental management systems in German stadiums might be unique in European professional sport. The main reasons are political factors such as a favourable legislative framework for renewable energies and the Green Goal programmes for the Fédération Internationale de Football Association World Cups in 2006 (men) and 2011 (women) in Germany.

Introduction

Germany is one of the leading football markets, and the Bundesliga is one of the most successful sports leagues in the world. In the 2011/2012 season, a total of 13.805 million people visited the 306 matches, an average of 45,116 per game, making the Bundesliga the second most watched professional sports league after the National Football League (NFL).¹

Germany's national team won the World Cup three times. By June 2012, Germany ranked third in the Fédération Internationale de Football Association (FIFA) world ranking.² Germany's most famous team, Bayern Munich, belongs to the leading European clubs and is, along with Manchester United, FC Barcelona and Real Madrid, one of the four football teams with the highest revenue in Europe.³ Due to the successes of Munich and other German teams such as Schalke 04 in the Champions League and Europa League, the Bundesliga had the third highest Union of European Football Associations (UEFA) league coefficient by May 2012.⁴

Apart from their performance on the pitch, all the 18 Bundesliga clubs are also working to make an impact on the society. However, launching corporate social responsibility (CSR) programmes is a relatively new phenomenon in the Bundesliga (and other European football markets), mainly occurring beginning in the twenty-first century. According to the European Commission, CSR is a concept 'whereby companies integrate social and environmental concerns in their business operations

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and in their interaction with their stakeholders on a voluntary basis'.⁵ Babiak and Trendafilova summarize different authors and describe CSR 'as a set of actions aimed to further some social good, beyond the explicit pecuniary interests of the firm, that are not required by law ... [as well] "as practices ... that go above and beyond what companies are legally required to do"'.⁶

Football clubs were already participating in charity matches in the nineteenth and twentieth centuries. The revenue of the charity matches was dedicated to local institutions such as hospitals, to victims of major disasters or to support injured players.⁷ Such occasional charity still occurs in modern football. But in addition to short-term emergency aid, clubs have developed a more strategic approach to their societal contributions. They have created administrative responsibilities for their societal work and identified priorities, working within a long-term framework.

This article has two objectives: the first is to investigate the Bundesliga clubs' CSR measures. What kinds of social and environmental initiatives have been launched? What are the similarities and differences between the clubs' activities?

The second aim of this case study is to identify the motives behind the clubs' CSR programmes: What were the societal, economical and political drivers behind launching CSR programmes?

The methodology for the empirical analysis of this work (section 'priorities') was a review of the clubs' CSR programmes based on their websites by January 2012. The clubs usually publicize well about their societal activities. However, some more specific information such as the existence of combined tickets for stadium entrance and free use of public transport as well as Environmental Management Systems (EMS) in the stadiums were not in all cases available online and had to be generated via emails and phone calls to the clubs.

For the explanatory part of this work (section 'drivers'), the academic debate on CSR in sport in this journal and other journals was reviewed. Furthermore, some interviews with representatives of the clubs and the German Football Association as well as with academics were conducted.

Priorities

This section analyses the Bundesliga clubs' CSR priorities. It differentiates between social and environmental measures and explains the main initiatives in the respective fields. For the social measures, three kinds of initiatives were identified as the clubs' CSR priorities: Launching own social institutions such as foundations (12 clubs), establishing CSR platforms with sponsors (four clubs) and running school projects (five clubs). This categorization covers most but not all social measures of the clubs. A complete list of the clubs' social measures can be found in Table 4 at the end of the chapter. The other measures that are only listed in the table but not described in the text are done by only two or fewer clubs.

For the description of the clubs' three main social initiatives I will utilize a uniform structure and differentiate between the following six categories: the history of the respective initiative, cooperation partner, purpose, project type, geographic focus and the resources of the measures.

For the environmental measures, the focus is on climate protection initiatives. Other areas such as waste and water are not covered. Four kinds of initiatives are identified as the clubs' priorities on climate protection: promotion of public transport with combined tickets for stadium entrance and free use of public transport

(17 clubs), EMSs (10 clubs), promotion of renewable energies with photovoltaic plants on the stadium roof (five clubs), purchasing green electricity (four clubs), and carbon offsetting (three clubs). This categorization covers most but not all ecological measures of the clubs. A complete list of the clubs' ecological measures can be found in Table 4 at the end of the chapter. The other measures, which are only listed in the table but not described in the text, are done by only two or fewer clubs.

Social measures

Social institutions

To better structure their social work, two-thirds (12 of 18) of the clubs have founded specific institutions. Most common in the Bundesliga are foundations – which nine clubs have established. Two clubs have launched associations, and one club has created a subsidiary enterprise.

The foundations are usually named after the club: Examples are the Werder Bremen Foundation, Schalke Helps, Foundation 1. FC Cologne, Hertha Foundation (Hertha BSC Berlin), and Borussia-Foundation (Borussia Mönchengladbach). Freiburg's foundation is named after Achim Stocker who was the club's chairman from 1972 to 2009. Three clubs have named their foundations after former players: 1. FC Kaiserslautern has named its foundation Fritz Walter Foundation, after one of the club's legendary players and the captain of the German national team that won the World Cup in 1954. The foundation of Hanover 96, the Robert Enke Foundation, is named after the former goalkeeper of the club and the national team. He died in the year 2009 in the age of 32. The foundation of VfL Wolfsburg, the Krzysztof Nowak Foundation, was named after the former VfL midfielder player Krzysztof Nowak. He died at the age of 29 in 2005.

Bayern Munich and FSV Mainz 05 have named their associations similarly: FCB Helps and Mainz Helps. Bayer Leverkusen is the only club that has established a subsidiary enterprise (Sport Promotion) that coordinates the club's social activities.

History. All social institutions are relatively young. The 'oldest' one is the Fritz Walter Foundation, which was founded in 1999. The following are Hertha Foundation and Krzysztof Nowak-Foundation, both launched in 2002. The Achim Stocker Foundation was established in 2004. Bayern Munich and Bayer Leverkusen initiated their foundations in 2005. In 2008, Schalke Helps was founded, and in 2009, Werder Bremen Foundation and the 1. FC Cologne Foundation started their work. Finally, in 2010, Borussia Foundation, Robert Enke Foundation and Mainz Helps were created. Figure 1 illustrates that half (six of 12) of the social institutions were created between 2008 and 2010. The peak of new institutions was in 2010 with three new foundations per year.

Cooperation partner. Eight of the social organizations are run solely by the clubs; three foundations have cooperation partners: The Robert Enke Foundation is a common initiative of Hanover 96, the German Football Association (Deutscher Fußball-Bund, DFB), and the German Soccer League (Deutsche Fußball Liga, DFL); the Fritz Walter Foundation was founded by 1. FC Kaiserslautern, the German Football Association (DFB), and the state of Rhineland-Palatinate; finally,

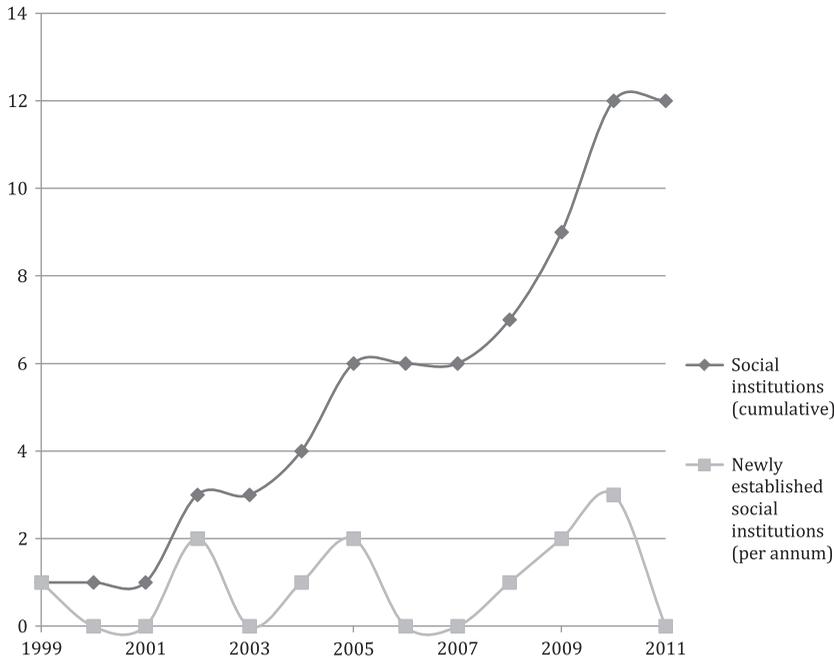


Figure 1. Diffusion of social institutions in the Bundesliga, 1999–2011.

in addition to VfL Wolfsburg, the private bank Deutsche Bank is a partner of the Krzysztof Nowak-Foundation.

Purpose. Apart from the Krzysztof Nowak Foundation and the Robert Enke Foundation, the key aspect of all the clubs' social organizations is the work with children and teenagers. However, the specific focus of each is different. The Hertha Foundation and the Borussia Foundation, for example, promote the redevelopment of pitches in Berlin and Mönchengladbach. Mainz Helps, Schalke Helps and FCB Helps provide individual help for children (and their families) in emergency situations. The Fritz Walter Foundation and the Foundation 1. FC Cologne work on fighting youth unemployment. The Werder Bremen Foundation promotes, among others, projects on violence prevention. Bayer Leverkusen works with schools for students with special needs. The Borussia Foundation and the Fritz Walter Foundation run projects for integration. The Borussia Foundation specifically works with an association that deals with the integration of Russians in Mönchengladbach. The case of the Achim Stocker Foundation is unique: its main purpose is the promotion of the club's youth programme, making it independent from the success of the club's professional department.

Special cases are the Krzysztof Nowak Foundation and the Robert Enke Foundation. They were both founded to help people who have the same diseases as the late players Krzysztof Nowak (Amyotrophic Lateral Sclerosis, ALS) and Robert Enke (depression). These foundations also seek to educate the public about these diseases. The Robert Enke Foundation deals not only with depression but also with

children's heart diseases, because Robert Enke's daughter, at the age of only two years old, died in 2006 of a heart disease.

Geographic focus. Most of the clubs' social organizations (Mainz, Mönchengladbach, Leverkusen, Schalke, Berlin, Freiburg and Cologne) focus on regional projects. However, there are also counter examples: The Werder Bremen Foundation promotes not only domestic projects but also projects abroad. The Fritz Walter Foundation promotes projects for international understanding. When it was first established, the association FCB Helps mainly helped tsunami victims in Southeast Asia.⁸ However, FCB Helps is now enforcing a shift towards more domestic (not regional) help. Schalke Helps has a regional focus but also donated money for the victims of the earthquake in Haiti in 2010.

Due to the scope of their foundations, the Robert Enke Foundation and the Krzysztof Nowak-Foundation also have a broader approach. The Robert Enke Foundation supports projects on a regional as well as on a national level. The Krzysztof Nowak-Foundation aims to raise awareness about ALS worldwide.

Project type. Most of the clubs' social institutions are grant-making foundations and associations. They mainly promote projects of other parties such as aid organizations (like FCB Helps the Welthungerhilfe who supported the earthquake victims in Southeast Asia), hospitals (like the Robert Enke Foundation, which donates money to the Hanover Medical School in the area of children's heart diseases), and non-profit organizations (like Mönchengladbach's Borussia Foundation and the Russian-German integration association). So far, only a few institutions are acting operationally and conducting their own projects. An example is the 1. FC Cologne Foundation, offering teenagers internships that are mainly provided by the club's sponsors. The Krzysztof Nowak Foundation gives money to people with ALS, and some organizations like FCB Helps and Mainz Helps offer their fans individual support in emergency situations.

Resources. Usually, the idea behind foundations is that they exist in perpetuity. Therefore, their assets are fixed and the foundations' work is mainly financed from the interest rate as well as donations. Other organizations such as Mainz Helps offer their fans the opportunity to become members and finance the association's work with their membership fees. Schalke carries out an annual charity match for its foundation.

The assets of the foundations are quite different but not all foundations and associations have made them public. Known are the following cases: For the Robert Enke Foundation €150,000 (€50,000 each from Hanover 96, the DFB and the DFL). The assets of the Achim Stocker Foundation and the Foundation 1. FC Cologne are €250,000 each, and the assets of the Fritz Walter Foundation is €500,000.⁹

CSR platforms with sponsors

A new trend in the Bundesliga is the common realization of CSR measures in cooperation with sponsors. Four clubs have created respective CSR platforms. Interestingly, there is no correlation with the non-existence of a foundation (or any other type of social institution): Apart from one club (Hamburger SV), all other

clubs with CSR platforms also have foundations (Berlin, Freiburg) or are involved in a foundation (Hanover).

History. The pioneer of a common CSR initiative with sponsors was the Hamburger SV. The initiative the Hamburg Path was launched in 2006. Hertha BSC's initiative Berlin's Friends started in 2008. Hanover 96's initiative United for Hanover and Freiburg's Fair Ways each began in 2011.

Cooperation partner. The Hamburg Path, Berlin's Friends and United for Hanover were initiated by the clubs' marketing group Sportfive. Sportfive is in charge of all marketing for 13 Bundesliga clubs.¹⁰ According to the author's interview with a Sportfive representative at Hertha BSC Berlin, there are monthly meetings of the directors of all German Sportfive offices. Ideas are exchanged and contribute to the diffusion of innovations such as the common CSR initiative with sponsors in Hamburg, which was later adopted by the Sportfive offices in Berlin and Hanover.¹¹

In the Hamburg Path, the Hamburger SV has 11 partner companies. Berlin's Friends has 11 partners as well, but among them are only six companies. The mayors of Berlin and Hanover have accepted to be patrons of Berlin's Friends and United for Hanover. United for Hanover is unique because in addition to three companies, a cultural institution – the State Theater Hanover – is a partner and founding member.

SC Freiburg has no external marketing agency. The club's marketing department has launched Fair Ways on its own. So far only two companies have joined Fair Ways but the initiative is aiming for 11 cooperation partners.

Purpose. All the CSR platforms promote educational projects. For example, the Hamburg Path funds a qualification project for teenagers who have no secondary school diploma. The Hamburg Path, Fair Ways, and United for Hanover also support environmental projects. For example, United for Hanover has built an ecological garden at a youth centre in Hanover. Apart from Fair Ways, all initiatives fund different kinds of sports projects. For example, Berlin's Friends finances youth coaches for local football clubs. Berlin's Friends, the Hamburg Path, and United for Hanover also promote social projects. For example, the Hamburg Path funds organizations for underprivileged children. Due to its cooperation with the State Theater Hanover, United for Hanover also supports cultural projects. The initiative Berlin's Friends is the only CSR platform that subsidizes the club's own youth programme.

Project type. Like in the above-described case of the foundations, the CSR platforms are on the one hand grant-making institutions that mainly promote projects of other parties. For example, the qualification project for teenagers that is funded by the Hamburg Path is carried out by a local training centre. On the other hand, different from clubs' foundations and other social organizations, there seems to be a stronger ambition among the clubs toward establishing their own projects as the examples of the ecological garden in Hanover and of youth coaches in Berlin show.

Geographic focus. All the CSR platforms focus on regional projects.

Resources. The sponsor's money is divided between the club and the projects (and in the case of Hanover in addition the State Theater).¹²

School projects

Five clubs have their own school projects: Borussia Dortmund, Bayer 04 Leverkusen, Werder Bremen, Hanover 96, and VfL Wolfsburg.

History. The first three clubs to have their own school projects were all from the north of Germany. Werder Bremen was the pioneer: The club's project 100 Schools and 100 Clubs was launched in 2002. VfL Wolfsburg's Kick-off VfL started in 2006; Hanover's initiative 96 Makes School was established in 2007. In 2010, Bayer 04 Leverkusen and Borussia Dortmund initiated their projects Simply Football and Great Class.

Cooperation partner. The clubs cooperate with different types of schools: Bayer 04 Leverkusen mainly works with schools for students with special needs and Borussia Dortmund with primary schools. The other clubs cooperate with all kinds of schools. The number of cooperating schools is similar in all projects: 115 in Hanover, 111 in Bremen, 100 in Wolfsburg, and 93 in Dortmund. Leverkusen does not publicize the number of its cooperation partners.

All clubs apart from VfL Wolfsburg have external cooperation partners: Bayer 04 Leverkusen is working together with the Sepp Herberger Foundation. Werder Bremen, Hanover 96, and Borussia Dortmund have companies as cooperation partners. These companies are typically also one of the clubs' sponsors. The sponsors are usually responsible for certain units of the programmes that fit to the firm's profile. For example, Rewe, a supermarket chain, is responsible for providing the teaching material on healthy food in Dortmund.

Purpose. Leverkusen aims to promote the participation of children with disabilities in sports associations in its project with schools for students with special needs. Bayer and Borussia Dortmund offer different teaching units to explain school subjects, taking the clubs as case studies.

Werder Bremen, VfL Wolfsburg, Borussia Dortmund, and Hanover 96 host common events with the partner schools to motivate kids to exercise and to promote healthy living. Hanover 96 is in addition active in the areas of career services, integration and fighting racism, as well as violence and drugs prevention.

In addition to their projects, all clubs work on strengthening the connection between the participating schools and the respective club with special offers to buy match tickets and souvenirs and to join other club events such as press conferences from time to time.

Project type. Different from the foundations and CSR platforms with sponsors that mainly fund existing social projects of third parties, the school projects act more operationally and conduct their own projects. However, these projects are often realized with the help of sponsors.

Geographic focus. All projects were initiated with a regional focus. Whereas Dortmund is focusing on schools in the city itself, Hanover and Wolfsburg have a broader definition of the term 'regional', defined as 'about 150 kilometres around the city'.¹³ Werder Bremen has expanded its programme that was originally established in 2002. In 2009, the club launched 100% Werder WorldWide that also

cooperates with schools abroad. Leverkusen gives no information about the regional focus of its school project.

Resources. The clubs have hired staff (usually one person) to coordinate the clubs' school projects. Most projects also receive administrative and financial support from the partnering companies. No club makes the budget of its school project public.

Ecological measures

Promotion of public transport

A remarkable environmental measure in German professional football is the so-called combined ticket. It can be used for entry to the stadium as well as for the free use of public transport on match days. Combined tickets are not only an ecological measure designed to reduce emissions from individual motorcar traffic but also a social measure that saves fans money on travelling to the matches. Table 1 shows that 17 of 18 clubs have introduced combined tickets. The table is based on the information gathered from responses to emails and phone calls to all clubs in spring 2012. It shows that combined tickets have a long history, starting in the 1980s. Interestingly, some clubs were unable to answer our questions, saying that this measure was introduced such a long time ago that records are no longer available. Other clubs were not 100% sure about the exact year of its introduction. Cologne wrote: 'It was at the beginning of the 1980s',¹⁴ whereas Mönchengladbach answered 'it was introduced about 25 years ago'.¹⁵ Therefore, some dates in the table might be not accurate and give only a general idea.

Interestingly, the leading German club Bayern Munich is the only club without a combined ticket. When asking for the reasons, the club wrote:

Table 1. Combined tickets in the Bundesliga, 2011/2012.

Clubs	Year of introduction
1. FC Cologne	1983
Borussia Mönchengladbach	1987
VfB Stuttgart	1988
1. FC Nuremberg	1991
Borussia Dortmund	1991
SC Freiburg	1993
FSV Mainz 05	1995
Hertha BSC Berlin	1997
Hamburger SV	1998
Bayer 04 Leverkusen	2001
Schalke 04	2001
Hanover 96	2002
VfL Wolfsburg	2002
Werder Bremen	2003
FC Augsburg	2008
1899 Hoffenheim	2008
1. FC Kaiserslautern	2009
Bayern Munich	Not introduced

Source: Own elaboration.

The municipality made Bayern Munich an offer for a combined ticket which was based on all 69,000 seats in the Allianz Arena. However, this would make all tickets more expensive but only one third of our fans go by public transport to the stadium. We have decided not to accept the offer because this would penalize two thirds of our fans.¹⁶

Environmental management systems

Ten Bundesliga clubs have implemented EMSs in their stadiums. Two different systems are in place: EMAS (Eco-Management and Audit Scheme) and Ecoprofit. Table 2 shows that the majority of the clubs have introduced Ecoprofit. According to the German Ministry for the Environment, 'The World Cup stadiums in Nuremberg and Munich were the first football stadiums in Europe to adopt ... the EMS EMAS'.¹⁷ EMAS was introduced in 1993 by the European Commission; Ecoprofit was developed by the municipality of Graz in Austria in 1991 and adopted by many others. Both systems are voluntary environmental management instruments with the goal of protecting the environment and reducing costs (e.g. for energy and water consumption) at the same time. The main idea behind an EMS is, apart from implementing energy and other efficiency measures, to start a process to achieve continuous improvement of the environmental performance of business.¹⁸

Promotion of renewable energies

There are five teams in the Bundesliga that have installed solar energy in their stadiums. Furthermore, four clubs (Bayer 04 Leverkusen, FSV Mainz 05, VfL Wolfsburg, Hamburger SV) are purchasing green electricity, one of them (Mainz) in addition to the photovoltaic plant on its stadium roof. Table 3 shows that Freiburg was the first club with a photovoltaic plant on the stadium roof. It took almost 10 years until the next club followed.

Carbon offsetting

Three clubs are working on offsetting their greenhouse gases. Hamburger SV is cooperating since the 2009/2010 season with atmosfair to compensate for the emissions from away game and other staff's travel. According to the organization's

Table 2. EMSs in Bundesliga stadiums.

Clubs	Year of introduction/System in place
Schalke 04	2002 Ecoprofit
1. FC Nuremberg	2006 EMAS
Bayern Munich	2006 EMAS
FSV Mainz 05	2007 Ecoprofit
1. FC Cologne	2011 Ecoprofit
1899 Hoffenheim	2011 Ecoprofit
Bayer 04 Leverkusen	2011 Ecoprofit
Borussia Mönchengladbach	2011 Ecoprofit
Hertha BSC Berlin	2011 Ecoprofit
VfL Wolfsburg	2011 Ecoprofit

Source: Own elaboration.

Table 3. Clubs with photovoltaic plants on the stadium roof.

Clubs	Photovoltaic plant on the stadium roof since
SC Freiburg	1995
FSV Mainz 05	2004 (old stadium Bruchwegstadion) 2010 (new stadium Coface Arena)
Werder Bremen	2008
1. FC Kaiserslautern	2010
Borussia Dortmund	2012

Source: Own elaboration.

website, ‘atmosfair is a climate protection organization with a focus on travel. We actively protect the climate by compensating greenhouse gases through the use of renewable energies, among other activities’.¹⁹ In the 2009/2010 season, Hamburger SV made a compensation payment to atmosfair of €25,159.40.²⁰

Oeko-Institute, a German research and consultancy institute, has calculated for FSV Mainz 05 the club’s carbon footprint. After several measures for saving energy and the use of renewable energies, the club decided to compensate for the remaining emissions by a reforestation project in Canada.²¹

VfL Wolfsburg has a different approach from Mainz and Hamburg. The club’s fan shop has a carbon-neutral shipping service. In the 2010/2011 season, 4773 t CO₂ were avoided by financing climate protection projects in India, China, Turkey and Brazil (Table 4).²²

Impact of CSR in the Bundesliga

CSR in the Bundesliga is a relatively new phenomenon. Therefore, it is too early for a final analysis on the impact of the clubs’ measures. But based on four case studies – the author interviewed the heads of the CSR departments from Hanover 96, VfL Wolfsburg, and Werder Bremen as well as staff from the CSR department at Hamburger SV – preliminary conclusions can be drawn about the substance of the projects that were described in the previous section on priorities.²³

First, all the clubs in the selected case studies have created administrative capacities for the clubs’ CSR work. Werder Bremen was a pioneer in hiring the first staff for the club’s CSR work already in 2002. Hamburger SV started to create administrative capacities in 2006, Hanover 96 in 2007 and VfL Wolfsburg in 2010.

Werder Bremen has the largest CSR department in the Bundesliga and, according to the interviews, is among the pioneers on CSR in European football. A full-time staff of 10 carries out the club’s CSR work (out of 140 people working in total for Werder Bremen). Hamburger SV has four (out of 120), Hanover 96 three (out of 90) and VfL Wolfsburg 3.5 (out of 140) employees in their CSR units.

Thus, a first outcome of the case studies is that CSR has been successfully integrated into the clubs’ administrations by creating specialized units. Giving all the staff unlimited work contracts is another indicator that CSR is not short-term action but is seen as an integral part of the clubs’ future work.

It was more difficult to find out the financial resources the clubs spend for CSR. Only Werder Bremen gave a clear answer by stating that one million euro would be given annually to the club’s CSR work. The other clubs gave only vague answers.

Table 4. CSR in the Bundesliga, 2011/2012 season.

Clubs	Social initiatives	Climate protection initiatives
1. FC Cologne	Foundation 1. FC Cologne promotes youth projects, initially focusing on fighting youth unemployment.	Ecoprofit (EMS)
1. FC Kaiserslautern	Founding Member of the Fritz Walter Foundation that promotes talented athletes and fair play in sports, projects for international understanding, social integration, fighting youth unemployment and doping.	Photovoltaic plant on the stadium roof.
1. FC Nuremberg	Typing campaigns for identifying stem cells that can help fans of the club with leukaemia.	EMAS (Eco-Management and Audit Scheme)
1899 Hoffenheim	Holistic promotion of the club's youth players (Hoffenheim Mentality) with initiatives such as promoting reading skills, social behaviour, and language classes.	The sponsors donate for every home victory a solar plant for a regional social project. Ecoprofit (EMS)
Bayer 04 Leverkusen	A subsidiary enterprise was established (Sport Promotion) that coordinates the club's social activities. A main focus is the project Simply Football with schools for students with special needs; another project offers teaching units that explain school subjects taking the club as a case study.	Electricity supply of the stadium comes 100% from Scandinavian hydropower.
Bayern Munich	Cooperation treaty with the Scort Foundation, which runs the program Football Clubs for Development and Peace that educates coaches for kids' football in developing countries. Association FCB Helps focuses on emergency aid. After relief for tsunami victims in Southeast Asia, a shift towards more domestic help is taking place.	Ecoprofit (EMS) EMAS (Eco-Management and Audit Scheme)
Borussia Dortmund	Project Great Class is cooperating with the 93 primary schools in Dortmund in the areas of nutrition, fitness, and education, offering teaching units in math, social studies, and German explaining school subjects by taking the club as a case study.	Participation in a voluntary environmental program of the state government with Bavarian businesses (Umweltpakt Bayern). Photovoltaic plant on the stadium roof and facades.

(Continued)

Table 4. (Continued).

Clubs	Social initiatives	Climate protection initiatives
Borussia Mönchengladbach	The Borussia-Foundation focuses on the social integration of teenagers, promoting for example the redevelopment of pitches and a German-Russian association for integration.	Ecoprofit (EMS) Participation in the project Energy Efficiency Network Niederrhein that is funded by the Federal Environment Ministry.
FC Augsburg		CO ₂ neutral stadium: for heating and cooling only renewable energy sources are used. Measures to promote electric mobility, among them an electric car charging station in front of the stadium.
FSV Mainz 05	Association Mainz Helps finances other regional charities and provides individual support for families and children in emergency situations. Fans were offered to be shareholders of the stadium photovoltaic plant.	An environmental institute (Oeko-Institute) has calculated the club's CO ₂ footprint. Photovoltaic plant on the stadium roof. The club claims to be climate-neutral by supplying the stadium with green electricity and carbon offsetting of the remaining CO ₂ emissions. Ecoprofit (EMS) Campaigns such as car-free match days.
Hamburger SV	Every two years a CSR report is published. The initiative the Hamburg Path was launched in cooperation with companies and supports regional projects in different areas such as sports (for athletes with disabilities), education, and environmental protection.	An environmental institute (Oeko-Institute) has calculated the club's CO ₂ footprint. Electricity supply of the stadium comes 100% from renewable energies. Carbon offsetting of the CO ₂ emissions from the team's away game travel. Online platform for arranging carpools for the club's matches.
Hanover 96	Cooperation with Wash United on promoting safe drinking water, sanitation and hygiene as a human right in eight countries in Sub-Saharan Africa. The initiative United for Hanover was launched in cooperation with the State Theater Hanover and some companies and promotes regional projects in the areas of	The initiative United for Hanover promotes, among others, environmental projects such as building an organic garden for a youth centre.

(Continued)

Table 4. (Continued).

Clubs	Social initiatives	Climate protection initiatives
Hertha BSC Berlin	<p>sport, culture, education, social actions, and environment. Projects 96 Makes School and Official Partner Club cooperate with 115 regional schools and 13 clubs in the areas of healthy living and nutrition, career service, integration and fighting racism, as well as violence and drugs prevention. Founding member of the Robert Enke Foundation that promotes education, research, and treatment of depression and children's heart diseases. Cooperation with the Hanover Medical School (MHH), including providing a room (Kids Arena) for children that are treated in the clinic to watch the clubs matches and meet players. Initiative Drinking Cups for Drinking Water collects the refund of drinking cups in the stadium for the redevelopment of water supply wells and water pumps in Africa.</p> <p>The initiative Berlin's Friends was launched in cooperation with companies and promotes the Hertha youth program as well as projects in the areas of sport, education, and social integration in the city.</p> <p>The Hertha Foundation promotes their own youth program as well as the redevelopment of pitches in Berlin and the Oder Region. Coming to terms with history: ordering a study on Hertha's role during the National Socialism.</p>	Ecoprofit (EMS)
SC Freiburg	<p>The initiative Fair Ways was launched in cooperation with companies and promotes regional projects in the areas of education and ecology.</p>	<p>Photovoltaic plant on the stadium roof and a combined heat and power unit (CHP) in the grandstand; the electricity supply for the stadium comes completely from renewable energies; communication of the ecological measures in the stadium. Use of renewable energies also in the youth academy.</p>

(Continued)

Table 4. (Continued).

Clubs	Social initiatives	Climate protection initiatives
	Fans were offered to be shareholders of the stadium photovoltaic plant.	Participation in a voluntary environmental program of the state government of Baden-Württemberg with businesses (Ecofit). Photovoltaic plant was built opposite to the stadium.
Schalke 04	The foundation Schalke Helps supports regional projects for disadvantaged children and families. Coming to terms with history: Ordering a study on Schalke's role during the National Socialism. Furthermore, the club launched a school project on the same issue.	Ecoprofit (EMS)
VfB Stuttgart	Cooperation (including donations) with an aftercare clinic for children's cancer and a paediatrics centre. Projects against drugs and violence as well as for motivating to read.	Online platform for arranging carpools for the club's matches.
VfL Wolfsburg	Project Kick-off VfL cooperates with 100 Schools, 100 Clubs and 25 day care centres in the region in the areas of sport, healthy living, and nutrition. Cooperation with the Finnish program Muuvit, which encourages children to be more physically active. Launching a Muuvit pilot project in Germany. Cooperation such as common practice with SO, the world's largest sports organization for children and adults with disabilities. Founding member of the Krzysztof Nowak-Foundation that informs about ALS (Amyotrophic Lateral Sclerosis) and helps people with ALS.	The club has published environmental guidelines that are binding for its staff and has formed a 'green team' in the club's administration. Ecoprofit (EMS) Electricity supply of the stadium comes 100% from hydropower. Supporting a conservation project for wolves.
Werder Bremen	Has its own department for social management.	The fan shop uses a carbon-neutral shipping service via carbon offsetting. Photovoltaic modules are integrated in stadium roof and facades. Furthermore, there is a CHP with a micro gas turbine. An exhibition in the entrance area of the stadium informs about the club's energy concept.

(Continued)

Table 4. (Continued).

Clubs	Social initiatives	Climate protection initiatives
	<p>The Werder Bremen Foundation promotes domestic projects and projects abroad in the areas sport, education, international understanding, violence prevention, and charitable purposes.</p> <p>Cooperation treaty with the Scott Foundation, which runs the program Football Clubs for Development and Peace that educates coaches for kids' football in developing countries.</p> <p>Projects 100 Schools & 100 Clubs and 100% Werder WorldWide cooperate with schools and clubs in Germany and abroad and aim to motivate kids to exercise and live healthily.</p>	<p>Werder sells with sponsors Werder Electricity that comes 100% from renewable energy sources.</p>

Source: Own elaboration.

The sponsoring initiative of Hamburger SV, The Hamburg Path, donates one-eleventh of its revenue to the club's CSR work. Apart from the general information that this would be a six-digit number, no further specifications were given. The sponsoring initiative of Hanover 96, United for Hanover, stated that a higher percentage would be allotted, compared with Hamburg's one-eleventh, but no details were given. VfL Wolfsburg stated that they would not make annual budgets public but in the first two years one million euro were allocated to the club's CSR work.

To sum up the second outcome of the case studies, apart from Werder Bremen, clubs are not transparent on the financial resources they allocate to their CSR work.²⁴

What impact do the clubs' CSR projects have on the society? In other businesses, CSR reports are a well-proven instrument to measure success and failure. In CSR reports, information about previous CSR work is given, objectives of the future CSR work can be set, criteria to measure success can be developed and progress over time can be reported. So far, Hamburger SV is the only Bundesliga club that has published CSR reports: the first in 2009, the second in 2011. Every two years, a new report will be issued. Among the interviewed clubs, all were in the process of publishing a CSR report (VfL Wolfsburg to publish in early 2013) or were planning to do so (Hanover 96, Werder Bremen).

A third conclusion can hence be drawn: clubs are making progress to publish CSR reports as an instrument to inform about their work and evaluate the success and failure of the taken measures. This will make it easier in the future for the public and scholars to evaluate and study the impact of the clubs' CSR work.

Even after CSR reports are published, however, a problem might arise that the success of the clubs' social and ecological initiatives can only be partly measured. On the one hand, companies specialized on this matter can calculate, for example,

the clubs' carbon footprint. Objectives can be set for future reductions of the clubs' greenhouse gas emissions and an evaluation is easily possible. On the other hand, control of success for other measures is more difficult. The head of the Hanover 96 CSR department offered the example that the club has built an ecological garden for a daycare in a lower class neighbourhood. One can measure how often the kids are visiting the garden, but it is more difficult to evaluate to what extent the objectives of raising awareness for nature conservation and healthy food (kids are planting organic vegetables in the garden) will influence the children later in life. This is a general problem with many of the clubs' campaigns against using drugs, to promote a healthy lifestyle or to motivate kids to read. Whereas the direct effects of such measures (such as a certain number of youth participating in the project) can be easily measured, the indirect effects (such as raising awareness for certain issues) are more difficult to evaluate. Due to the fact that football players are role models, particularly for young children, the indirect effects might be much higher compared to similar campaigns by the state or other stakeholders such as NGOs and companies.

Therefore, a fourth finding regarding the impact of the clubs' CSR work is that one has to differentiate between direct effects (such as participation of a number of beneficiaries) and indirect effects (such as motivating people) and that, while measuring the latter is more difficult, it might have a significant impact that distinguishes the clubs' CSR work from CSR measures of other stakeholders in the society.

Drivers

This chapter analyses the motives of the Bundesliga clubs in implementing CSR programmes. There are societal, economical and political drivers. Each of them is divided into two factors: The section on societal drivers makes the following arguments: Firstly, CSR measures in the Bundesliga contribute to strengthening regional identity in the age of the globalization of football. Secondly, football is used to serve as a role model for society. Economic drivers for CSR measures are to create an environment that makes the clubs interesting for sponsors and strengthens customer retention. Finally, the section on political incentives and interventions differentiates between governmental action and the role of the football governing associations. This differentiation follows the approach of Houlihan, who differentiates between 'politics and sport' and 'politics in sport'.²⁵

Societal driver

Strengthening regional identity in the age of globalization of football

One of the findings from the empirical analysis was that almost all of the clubs' CSR projects have a regional focus. There are only few exceptions: The association FCB Helps provided relief for tsunami victims in Southeast Asia. The more global orientation of FCB Helps compared with other CSR work in the Bundesliga can be explained. Bayern Munich is the only German football club that can be considered as a global branch, similar to clubs like Manchester United, Real Madrid and FC Barcelona, the four leading clubs in the Football Money League.²⁶ When Bayern Munich made a trip to Indonesia, India, and China in 2008 for friendly games, the club's chairman, Karl-Heinz Rummenigge, said that 'the Asian market is for us the most important one in the world'.²⁷ The Bayern Munich website is also translated

into Japanese and Chinese (as well as English and Spanish). Therefore, the decision to donate money to tsunami victims in Southeast Asia might have been also strategically motivated to deepen the club's ties to this part of the world.

Schalke Helps also donated money for the victims of the earthquake in Haiti. Werder Bremen has a school project that also cooperates with schools abroad. Unique cases are the Robert Enke Foundation and the Krzysztof Nowak-Foundation with their focus on special diseases. Their work has an (inter-)national orientation.

Why does, apart from the few above-mentioned exceptions, all the CSR work in the Bundesliga have a regional focus? According to Jakobsen et al., 'there is no doubt that sport, and especially football clubs in a European context, can be a binding thread in communities and rural areas, contributing to local identity and a sense of community'.²⁸ According to Merkel's analysis of football fandom in Germany 'football clubs provided the potential to develop communal relationships and sense of belonging'.²⁹ However, the internationalization and commercialization of German football (and other leading football markets) has led to 'a de-coupling or dis-embedding of the organization from its local context'.³⁰

An example of the commercialization of German football is the stadium names of the Bundesliga clubs. The commercialization started with naming the stadium in Leverkusen BayArena in 1998. Before, stadium names represented regional identity. Now, they represent national or even global companies. For example, in Nuremberg, Dortmund, Hoffenheim, and Hanover, they were originally named after the respective region (Lower Saxony in Hanover, Westphalia in Dortmund, Rhein-Neckar in Hoffenheim, Franconia in Nuremberg). Now, the stadiums are named after insurance companies (Hanover, Dortmund), a solar company (Hoffenheim), and a bank (Nuremberg). Other stadiums were named after the city name (Augsburg, Munich), other local characteristics such as rivers (Freiburg), an urban district (Cologne, Schalke) and streets along the stadium (Mainz, Wolfsburg), a park around the stadium (Hamburg) or local celebrities (Leverkusen, Stuttgart). There are only four of 18 Bundesliga stadiums left that are not named after a sponsor: The stadium in Kaiserslautern is named after the player legend Fritz Walter. For legal reasons, the stadium in Berlin cannot be named after a sponsor and has been named Olympic Stadium since 1936. In Bremen, the stadium is named after the river Weser that passes the stadium. In Mönchengladbach, the stadium is called Park and is named after the club (Borussia-Park) (Table 5).

An example of the internationalization of German football is the decreasing number of 'home-grown' players and the growing distance between fans and players. According to Merkel, this process started in the late 1960s: 'While the early players and supporters knew each other, lived in the same area and had the same social background, from the late 1960s onwards, it was increasingly anonymity and distant admiration that characterized the relationship between star and fan'.³¹ Hemmersbach shows in his research the internationalization of the player market in Germany. From 1963 until 1972, only 82 foreign players from 21 different nations were playing in Germany. In the next decade (1973–1982), 144 foreigners from 30 different countries were playing in the Bundesliga. From 1983 until 1992, there were 235 players from abroad, coming from 44 countries. Finally, from 1993 until 2001, there was significant growth, and 553 players from 71 countries were employed in the Bundesliga.³² Apart from the larger number of foreign players, their more diverse background is obvious: whereas foreigners came in the first decades mainly from Europe, they are coming now from all over the world. I have added to

Table 5. Bundesliga stadium names, season 2011/2012.

Clubs	Stadium name (German)	Year since stadium is named after a sponsor	Original stadium name (in German)
Bayer 04 Leverkusen	BayArena	1998	Ulrich-Haberland-Stadion
Hamburger SV	Imtech Arena	2001 [*]	Volksparkstadion
FSV Mainz 05	Coface Arena	2002 ^{**}	Stadion am Bruchweg ^{***}
Hanover 96	AWD-Arena	2002	Niedersachsenstadion
VfL Wolfsburg	Volkswagen Arena	2002 ^{****}	VfL-Stadion am Elsterweg ^{***}
1. FC Cologne	RheinEnergieStadion	2004	Müngersdorfer Stadion
SC Freiburg	Mage Solar Stadion	2004 [*]	Dreisamstadion
Bayern Munich	Allianz Arena	2005 ^{****}	Olympiastadion München ^{***}
Borussia Dortmund	Signal Iduna Park	2005	Westfalenstadion
Schalke 04	Veltins-Arena	2005	Arena auf Schalke
1. FC Nuremberg	Easy Credit-Stadion	2006	Frankenstadion
VfB Stuttgart	Mercedes-Benz Arena	2008	Gottlieb-Daimler-Stadion
FC Augsburg	SGL Arena	2009	Augsburg Arena
1899 Hoffenheim	Wirsol Rhein-Neckar-Arena	2011	Rhein-Neckar-Arena
1. FC Kaiserslautern	Fritz Walter Stadion	–	–
Borussia Mönchengladbach	(Stadion im) Borussia-Park	–	–
Hertha BSC Berlin	Olympiastadion Berlin	–	–
Werder Bremen	Weser Stadion	–	–

^{*}Several sponsor names since then.

^{**}Sponsor name for one tribune of the old stadium.

^{***}Old stadium.

^{****}New stadium.

Source: Own elaboration.

Hemmersbach's data the period after 2001 (see Table 6).³³ Since then, there has been a constant share of half of the players from abroad.

The main reason for the recent increase of foreign players is an external factor: the so-called Bosman ruling of the European Court of Justice from 1995. The ruling has had two effects on German and European football: The first is to allow players a free transfer after their contract has phased out. (Because this was not the case before, the player Bosman took his case to court: his Belgian club wanted to receive a transfer fee when he planned to move to a French club in 1990 after his contract in Belgium had ended). The second effect was that the ruling was an important decision on the free movement of players in the European Union. The court forced the UEFA and the domestic football leagues in EU member states to abolish quotas that had limited the number of foreign players in the past.³⁴ However, this was only related to the restrictions for European players. Starting with the 2006/2007 season, the DFL decided to skip the quota for non-European players that was introduced in 2004.³⁵

Focusing the clubs' CSR projects on the local level is a reaction to the lost regional roots in the squad and the stadium names and other developments in the fields

Table 6. Foreign players in the Bundesliga.

Seasons	Foreign players	All players	Share of foreign players (%)
2001/2002	257	532	48
2002/2003	265	521	51
2003/2004	267	501	53
2004/2005	267	509	53
2005/2006	244	494	49
2006/2007	251	503	50
2007/2008	281	538	52
2008/2009	288	529	54
2009/2010	291	555	52
2010/2011	270	525	51
2011/2012	257	521	49

Source: Own calculations based on Website Transfermarkt.de.

of internationalization and commercialization. Examples are a larger number of matches in the European competitions with the group stages at the beginning of Champions League and Europa League as well as splitting the match days in Germany to five different times due to the contract with the private TV station Sky. With their local CSR projects, the clubs seek to reconnect with their local communities, which represent the vast majority of the spectators in the stadium.

Using the power of football to serve as a role model for society

Clubs are recognizing more and more their potential to serve as role models in the society, to spread values and raise awareness among their supporters. According to Mellor, 'professional football is not simply a form of mass commercial entertainment: it is a deeply embedded community activity, which expresses and reinforces the cultural identities of large numbers of people'.³⁶ Hassan and Hamil emphasize that 'supporters of all sports clubs exhibit an extraordinary degree of loyalty to their clubs . . . to the extent that they will not substitute their support for other clubs if their own team proves to be unsuccessful. This area of consumer-producer relationships is unique in business terms'.³⁷

Examples of the new values orientation of the clubs are especially their school projects. Some of the clubs' school projects offer teaching units that explain different school subjects by taking the club as a case study. Other school projects aim to motivate pupils to exercise and practice healthy living. Another example of the values orientation of the clubs is VfB Stuttgart's projects against drugs and violence as well as for encouraging reading. Werder Bremen, one of Germany's most ecologically proactive clubs, informs in an exhibition in the entrance area of the stadium about the club's energy concept, aiming to motivate the supporters to adapt the club's ambitious climate protection measures in their private homes. SC Freiburg offered its fans to benefit financially from the stadium photovoltaic plant and to be shareholders of it – another innovative way to raise awareness for the use of green technologies among supporters.

In serving as a role model for society, the clubs are also responding to the 'The Dark Side of Sport'.³⁸ In April 2005 German professional football was facing the Hoyzer scandal. Hoyzer is the name of a referee who fixed some football matches

on behalf of gamblers.³⁹ However, ‘the Dark Side of Sport’ does not only include match-fixing but also abuse, doping, violence and corruption. By doing good, the clubs aim that these negative tendencies not dominate the public perception of professional football. Once scandals such as match-fixing dominate the public perception, the whole business model of a professional sports league is in danger. Examples are Southeast Asian football leagues that broke down after match-fixing scandals and no longer attract as many spectators and sponsors as before.⁴⁰

Economical driver

Customer retention

A majority of the clubs’ social projects focus on children. Apart from the school projects there are other projects supporting children in emergency situations, fighting youth unemployment, encouraging children to be more physically active and redeveloping pitches, for example.

Children are potential future customers as supporters who buy tickets and products of the clubs and as members who pay membership fees. If they decide to be fans of a specific club, they often remain loyal to that club their whole lives. Every child that plays football is also a potential future player. An early connection with the club might later facilitate recruitment.

The identified focus of the clubs’ CSR programmes on children matches the results of a survey on CSR priorities in the US professional sports leagues NFL, Major League Baseball, National Basketball Association and National Hockey League:

The item with the highest mean value was a concern for fan safety. The next highest value was for the contribution to youth sport programs. ... The responses reflect that, on the whole, teams tend to practice what is familiar (e.g. youth sport and school programs) over those that are less traditional for a sport team (i.e. disaster relief, human rights, the environment, and the arts). It seems from this initial data that sport teams tend to be strategically spending their CSR dollars in areas that match their core competencies as a business.⁴¹

Being interesting for sponsors

When being interviewed for this research, a representative of the sports marketing group Sportsfive explicitly stated the economic motives for the clubs’ social and ecological initiatives: ‘With CSR measures we are creating an environment to make the clubs more attractive for sponsors and to offer additional sponsoring opportunities around the clubs’ CSR activities’.⁴² The interviewed representative of Sportsfive has initiated Berlin’s Friends, the CSR initiative of Hertha BSC Berlin. When a CSR measure of Berlin’s Friends is realized, the local media report about it and mention the sponsors who contributed to the realization of the project. With traditional sponsoring it would be difficult for the sponsors to attain a similar broad and positive perception among the public.

Apart from this general positive effect of the clubs’ CSR work, the Bundesliga clubs have particularly managed to become highly attractive for energy companies that focus their business on renewable energies or energy efficiency. Whereas in the United Kingdom in the 2011/2012 season only one (FC Fulham) out of the 20

Premier League clubs had a solar company as sponsor,⁴³ 15 of 18 Bundesliga clubs had a sponsor from the solar and renewable energy industry in the same season (see Table 7). Even the three clubs without a sponsor from the renewable energy industry can be considered as clubs with ‘green’ sponsors, because they are utilities that also sell (among other energies) renewable electricity (Kaiserslautern, Augsburg) or companies that are specialized on energy efficiency (Stuttgart).

Why is the Bundesliga so much more attractive for green businesses than the Premier League? There are two main reasons: The empirical analysis of this study has shown that many Bundesliga clubs have worked on their ecological image with EMS’s in their stadiums, installing photovoltaic plants on their arenas’ roofs, providing their stadiums with green electricity and carbon offsetting. With these measures, the Bundesliga clubs put themselves in a position of being credible partners for green energy companies. The second reason for the interest of globally operating renewable energy companies to invest in different kinds of sponsorships in the Bundesliga — among them naming two stadiums after solar companies (Freiburg and Hoffenheim) — is the size of the German renewable energy market.

Table 7. Green businesses as sponsors in the Bundesliga.

Clubs	Companies (branch, corporation’s country of origin)
1. FC Cologne	Solarworld (solar, Germany)
1. FC Kaiserslautern	Pfalzwerke (utility, Germany)
1. FC Nuremberg	Canadian Solar (solar, Canada)
1899 Hoffenheim	Wirsol (solar, Germany) Suntech (solar, China)
Bayer 04 Leverkusen	SunPower (solar, USA)
Bayern Munich	Imtech (Official energy efficiency partner of the club, Germany) Yingli Solar (solar, China)
Borussia Dortmund	Q-Cells (solar, Germany)
Borussia Mönchengladbach	Kyocera (solar, Japan)
FC Augsburg	SGL Group - The Carbon Company (manufacturer of carbon-based products, Germany) Lechwerke (LEW) and Stadtwerke Augsburg (German utilities)
FSV Mainz 05	Entega (utility, Germany) Juwi (renewable energies, Germany)
Hamburger SV	Imtech (energy efficiency, Germany) Entega (utility, Germany) Hanwha Solar (solar, South Korea)
Hanover 96	Canadian Solar (solar, Canada)
Hertha BSC Berlin	B5 Solar GmbH (solar, Germany)
SC Freiburg	Mage Solar (solar Germany) Badenova (utility Germany)
Schalke 04	Shanghai Chaori Solar (solar, China)
VfB Stuttgart	Imtech (energy efficiency, Germany)
VfL Wolfsburg	Zentralsolar (solar, Germany) and LSW Lande-Stadtwerke (utility, Germany) are official environmental partners of the club.
Werder Bremen	Sun Earth by SiG Solar (photovoltaic and electric scooters) EWE and swb (German utilities – official energy partners of the club)

Source: Club websites by January 2012.

Political incentives and interventions

Governmental action

Unlike the social measures of the Bundesliga clubs, their environmental programmes were highly influenced by the government. First of all, Germany hosts a leading renewable energy market due to a pro-active policy framework on federal level. In 2010, Germany set a new world record installing 7,400 MW of solar photovoltaics (PV) in one year. In comparison, the United States installed in the same year only 900 MW of solar PV.⁴⁴ Figure 2 shows that Germany is by far the most important PV market in the world.⁴⁵ The reason for the German success in solar energy is a highly attractive support scheme by the government, the so-called feed-in tariff system that was introduced in the early 1990s and kept even after changes of governments in 1998, 2005 and 2009. It has two basic features: a purchase obligation by utilities for electricity from renewable energy sources and guaranteed prices for a period of 20 years.⁴⁶

Apart from the governmental incentive programmes, the ecological measures of the Bundesliga clubs were strongly influenced by the environmental programme Green Goal for the FIFA World Cup 2006 in Germany. There are no environmental obligations for World Cup stadiums from FIFA. Green Goal was developed by the Organizing Committee (OC) in close cooperation with the Federal Ministry of Environment (BMU). OC and BMU were working together with the researchers from Oeko-Institute, the environmental NGO World Wide Fund for Nature (WWF) Germany and the foundation Deutsche Bundesstiftung Umwelt (DBU).

‘Hosting a mega-event presents the chance to transmit promotional messages to billions of people around the globe’.⁴⁷ Germany used the opportunity of hosting the 2006 World Cup to project an image of the country as environmentally friendly. According to the government’s legacy report ‘green goal should also make a contribution towards the sustainable legacy of the World Cup in Germany, providing, as it

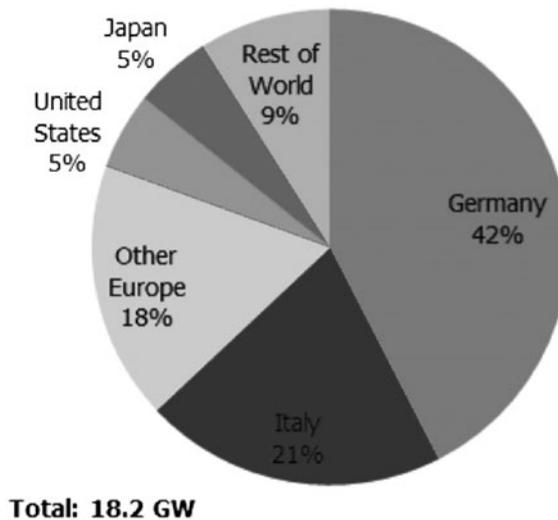


Figure 2. Share of global photovoltaic demand in 2010.
Source: Solarbuzz.

were, an incentive and orientation not only for future tournaments, but also for the future of German football'.⁴⁸

Ten of the 18 Bundesliga clubs in the 2011/2012 season hosted World Cup matches in 2006: Hamburg, Hanover, Berlin, Gelsenkirchen, Dortmund, Cologne, Kaiserslautern, Nuremberg, Stuttgart and Munich. When the FIFA Women's World Cup took place in Germany in 2011, another Green Goal programme similar to the men's World Cup was implemented. Among others, Wolfsburg, Augsburg, Hoffenheim, Leverkusen, and Mönchengladbach hosted matches in 2011. This means that 15 out of 18 Bundesliga clubs were influenced by the Green Goal programme, particularly with the implementation of EMS's that aim for continuous environmental improvements in the stadiums.

One key pillar of the programmes was the carbon neutrality of the events. The tournaments' greenhouse gases were compensated for by climate protection projects in developing countries. For the first time at a World Cup tournament, a combined ticket was introduced adopting a successful measure from the Bundesliga. Both World Cup tournaments were supplied with certified green electricity.

Another driver for the clubs' CSR measures is to seek legitimacy in order 'to be good corporate citizens worthy of desired tax breaks and subsidies from government'.⁴⁹ Professional sports clubs need to have a good relationship with the local politicians. They need them not only in order to co-finance stadiums, but also for investments in necessary infrastructure (access roads and public transport or permits for practice facilities, etc.). In Germany, the Green Party is influential, particularly in the big cities. With their environmental programmes, Bundesliga clubs meet the expectations of the Green Party and their voters. By May 2012, in nine Bundesliga cities the Greens are members of the local government, usually in cooperation with the Social Democrats. One Bundesliga city, Freiburg, even has a Green mayor. The empirical analysis has shown that SC Freiburg is one of the most proactive clubs when it comes to climate protection. Bremen, Stuttgart, Hanover and Wolfsburg have deputy mayors from the Green Party.⁵⁰

Football governing associations

There are no binding obligations from the football governmental organizations on international (FIFA), European (UEFA) and national level (DFB and DFL) for CSR action by the clubs. The club licensing systems from UEFA for Champions League and Europa League and from the DFL for the Bundesliga focus on the clubs' economic and financial capabilities as well as their sporting, administrative and legal infrastructures. However, the umbrella organizations try to lead by example with numerous campaigns and projects. Apart from such action, there has also been pioneering action on the international club level as well as from some prominent players. All these actions have contributed to motivating many Bundesliga clubs to develop their own CSR programmes. Below the main CSR activities of FIFA, UEFA, DFB and DFL, and an outstanding example for CSR of an international football club (FC Barcelona) as well as from German players are briefly described.

According to the FIFA, 'we use the power of football as a tool for social and human development, by strengthening the work of dozens of initiatives around the globe to support local communities in the areas of peacebuilding, health, social integration, education and more'.⁵¹ FIFA cooperates with different stakeholders, among

them its member associations, international development agencies, non-governmental organizations and other actors such as sponsors in different projects.

FIFA has worked in close cooperation with the United Nations on numerous campaigns. An example is the 'Elimination of Child Labour in the Soccer Ball Industry' programme.

Examples of projects supported by FIFA and national football associations include football for people with intellectual disabilities run by Special Olympics (SO) in countries throughout Africa, landmine awareness-raising by Spirit of Soccer in Cambodia and Iraq, and post-conflict reintegration by Cross Cultures in the Balkans and the Caucasus.

According to FIFA, '[World Cups] offer exceptional platforms to raise awareness and highlight particular issues'.⁵² For the World Cup 2010, FIFA created in cooperation with the non-governmental organization street football world 20 Football for Hope Centres to promote public health, education and football in disadvantaged communities across Africa. Yingli Solar, one of the sponsors of the 2010 World Cup, provided solar energy for the Football for Hope Centres for pitch floodlighting, laptops, light bulbs, desktop fans, ceiling fans and air conditioning.

The UEFA awards every year a €1 million charity check. In 2011, the NGO street football world was the recipient, and in 2010, the United Nations Office on Sport for Development and Peace, and in 2009, the National Association for Disabled Supporters. Apart from its annual donation, a main focus of UEFA's CSR work is combating any form of discrimination in cooperation with its long-time partner Football Against Racism in Europe (FARE).

UEFA's view is that there must be respect for the difference and diversity which enriches Europe, with a specific focus on countering racism, violence, xenophobia and homophobia, as well as giving reinforced backing to our partners who promote sport for the disabled.⁵³

One of several projects is that more than 80,000 police officers and stewards in Poland and Ukraine have received anti-discrimination training to help them identify discriminatory chants, symbols and behaviour at the European Championship in 2012.

Apart from FARE, other long-standing core-partners of UEFA are the SO to promote playing football among people with intellectual disabilities; Cross Cultures Open Fun Football Schools for creating schools in post-conflict areas with the aim of using children's football as means of facilitating friendship and sporting cooperation between people living in divided communities; *Terre des hommes* (Tdh) to oppose child exploitation and trafficking in central and south-eastern Europe; Education 4 Peace, a non-profit foundation that targets schoolchildren and fan clubs on the theme Master Your Emotions aiming to integrate behaviour-awareness education into all grassroots football training; and the World Heart Federation for promoting healthy lifestyles for children and tackling childhood obesity.⁵⁴

Apart from the six above-mentioned long-standing partnerships, UEFA's social responsibility portfolio includes several limited term, ad hoc partnerships, among them the Homeless World Cup, the WWF, International Committee of the Red Cross, and the International Platform on Sport and Development.

There are two national umbrella associations responsible for the Bundesliga clubs: Most important is the German Soccer League (DFL), which deals with the

first and second professional soccer leagues. The German Football Association (DFB) is responsible for all the other leagues, the German Cup (DFB Cup) and the national teams. The DFL is a relatively new organization, founded in 2001. The longer history of the DFB, which was founded in 1900, is also reflected by the respective CSR work. The DFL founded the Bundesliga Foundation, whereas the DFB is responsible for three foundations: the DFB Sepp Herberger Foundation, the DFB Egidius Braun Foundation, and the DFB Cultural Foundation. Furthermore, the DFB has initiated a commission for sustainability. The DFB is also a founding member of the Robert Enke Foundation.

The Bundesliga Foundation was founded in 2009 and promotes own projects and initiatives of other organizations in four areas: children (education and health), helping people with disabilities visit Bundesliga matches, integration and violence prevention as well as promoting athletes from other sports that are less in the focus of the public. The Bundesliga Foundation wants to contribute to an exchange among Bundesliga clubs of their CSR work and has started to invite the clubs' CSR staff for respective meetings. Whereas most clubs focus their work on the local and regional levels, the Bundesliga Foundation targets for its projects the national level.

The main source of financing for the DFB foundations is the revenue of a friendly match of the German national men's team every two years that generates €5 million for the foundations' work, €4 million for the Egidius Braun Foundation, and €1 million total for the other DFB foundations.⁵⁵ Whereas the Egidius Braun Foundation has a main focus on international projects, the Sepp Herberger Foundation has a more national orientation. Both foundations promote social projects: The Egidius Braun Foundation, which was founded in 2001 and is named after a former DFB president, supports youth football tournaments in Germany and projects with street children and orphans in Mexico and in Eastern Europe. The Sepp Herberger Foundation, named after a coach of the German national team that won the World Cup in 1954, works in the areas of promoting football for people with disabilities and in schools, rehabilitation projects in juvenile prisons ('with football back into the society'), and help for athletes in need. The DFB Cultural Foundation was founded in 2007 and seeks the societal impact of football by promoting, for example, films, books, and exhibitions.⁵⁶

The DFB commission for sustainability was formed in 2010 with representatives of different stakeholders. One of the first projects that were initiated by the commission was launching the DFB Environmental Cup in 2012, promoting ideas for how to contribute to environmental protection among football clubs and distributing points for each measure, with prizes for the most proactive team.⁵⁷ By June 2012, 214 out of 26,000 clubs within the DFB had participated in the competition.⁵⁸

Apart from the CSR work of their umbrella organizations FIFA, UEFA, DFL and DFB, the Bundesliga clubs are also influenced by the social responsibility activities of football clubs from other countries. An outstanding example is the FC Barcelona: 'Certainly, the club's CSR programme must be among the most extensive of any sporting organization anywhere in the world'.⁵⁹ Barcelona's principle is to be 'more than a club'. In 1994, the club founded the FC Barcelona Foundation. Furthermore, the club devotes 0.7% of its operating revenue (about €1.5 million per year) to UNICEF, the children's charity of the United Nations. The figure 0.7% dates back to a United Nations objective that was already formulated in 1970 that industrialized countries should transfer 0.7% of the gross national product for development aid. In addition, since 2006 Barcelona promotes UNICEF on its

jerseys free of charge. During the first five years of this partnership, only the names of Nike (the kit manufacturer) and UNICEF appeared on the jerseys. Since 2011, Nike and the new sponsor, Qatar Foundation, appear on the front side and UNICEF appears on the back side of the shirts.⁶⁰

Finally, some top players have their own foundations that promote social initiatives. From Germany's squad at the Euro 2012 in Poland and the Ukraine, five players have their own foundations, all of them supporting children, most of them in their home city. Goalkeeper Manuel Neuer (Bayern Munich) and Mesut Özil (Real Madrid) support with their foundations children in their region of origin, Ruhr.⁶¹ Neuer's first project was to finance daily meals at his former comprehensive school; Özil encourages children in secondary modern schools to succeed. Per Mertesacker, playing with Arsenal London, also supports projects in his hometown, financed by an annual charity match with celebrities in Hanover.⁶² His teammate Lukas Podolski supports projects in Poland, where he was born, and in Cologne, where he grew up.⁶³ Germany's captain Philipp Lahm (Bayern Munich) has a more global approach than his colleagues and supports with his foundation children in the areas of sport and education in Germany and South Africa.⁶⁴

In Germany's squad, for the Euro 2012, there are other players who are socially active, usually volunteering public support to different charities. For instance, Thomas Müller (Bayern Munich) promotes the project YoungWings that supports children who lost their parents,⁶⁵ and Holger Badstuber (Bayern Munich) supports Bettermarks, a foundation that promotes the mathematical skills of children.⁶⁶

Conclusion

This research has investigated the motives and impact of the Bundesliga clubs' CSR measures. Examples for social measures, such as launching foundations and school projects, can be also found in other professional sports leagues. The societal and economical motives such as re-establishing local roots, serving as a model for society, strengthening customer retention and obtaining sponsors' interests might be similar to the ones that were described in this case study on Germany.

However, the comprehensive ecological initiatives such as photovoltaic plants and EMSs in German stadiums might be unique in European sport. The main reason is a favourable legislative framework for renewable energies in Germany. In addition, the Green Goal programmes for two major sports events in Germany, the Men's FIFA World Cup in 2006 and the Women's FIFA World Cup in 2011, contributed to making German football greener.

Whereas most ecological measures can be considered as government-initiated CSR, the social measures are occurring completely voluntarily by the clubs. There is no obligation in the club licensing process by the German Football League (DFL) to implement social or ecological measures; not even non-binding recommendations exist. On the international level, UEFA and FIFA also focus only on the clubs' economic and financial capabilities as well as their sporting, administrative and legal infrastructures but not on their CSR work. German football could start with setting respective standards. Having a community affairs/CSR department as well as publishing a CSR report should be obligatory. However, the content of the clubs' CSR work should be developed based on the local context. For the financial component of the CSR activities, a model could be FC Barcelona's policy of devoting 0.7% of its operating revenue.

Apart from the clubs themselves, the German Football League (DFL) could follow the example of the English Football Foundation, a charitable organization, which directs £30 million every year into grassroots sport to 'build communities throughout England'⁶⁷ and is funded, among other sources such as the government, by 5% of the Premier Leagues TV deal.⁶⁸ The DFL could set a good example by also donating a certain percentage of the drastically increased revenue from the Bundesliga TV rights to its own Bundesliga Foundation.

Demanding certain environmental measures seems not to be feasible due to the different background of the stadiums. The Olympic stadium in Berlin, for example, was designated a listed monument. It is therefore prohibited to build a photovoltaic plant on the roof. But the German Football League (DFL) could demand all clubs to introduce an EMS that contributes to continuous ecological improvements in each stadium.

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