

**USING SPORT FOR CORPORATE SOCIAL RESPONSIBILITY (CSR) IN
FINLAND**

Antti Hakala

University of Jyväskylä

Faculty of Sport and Health Sciences

Master's Thesis in Social Sciences of Sport

Spring 2015

UNIVERSITY OF JYVÄSKYLÄ

Faculty of Sport and Health Sciences

Master's Degree Programme in Sport Management and Health Promotion

HAKALA, ANTTI

Using sport for corporate social responsibility (CSR) in Finland

Master's thesis, 68 pages, 1 appendix

Social Sciences of Sport

Spring 2015

ABSTRACT

Companies are increasingly valued beyond their capability to maximize profits. Responsibility is one of the core issues in companies' strategies nowadays. Meanwhile sport and health professionals are facing challenges: inactivity among people and costs in grassroots participation are growing. Therefore, the relationship between sport and business around the phenomenon called corporate social responsibility (CSR) has grown in importance.

This study approaches the topic by answering the main research question: What is the role of sport in Finnish companies' CSR strategy? To answer the research questions, qualitative research using data from structured e-mail interviews was conducted. The data consists of interviews with five preselected Finnish companies. The empirical study conducted between fall 2014 and spring 2015 was analyzed with the method of content analysis.

Based on this study, companies perceive CSR as the balance of three dimensions: economic, environmental and social responsibilities. Several social responsibilities related to sport were identified: enabling sport participation and securing the integrity of sport among others. Companies prioritized sport-based efforts towards children and youth. In practice, CSR through sport is done via partnerships and sponsorship. Concrete ways for implementation such as planning facilities and organizing a youth academy were found. Surprisingly, majority of the companies lacked systematic evaluation for sport-based CSR efforts and there was only little experience of negative outcomes around this phenomenon.

With the help of these findings, companies can make better and more innovative CSR decisions that ideally lead to beneficial results towards all stakeholders. Simultaneously, sport professionals can benefit from the study by integrating CSR more actively into their model of co-operation when seeking for funding and other resources. Expanding sport-based CSR efforts also towards target groups such as pensioners, immigrants or working people might generate wellbeing that the whole society would benefit from.

Keywords:

Corporate social responsibility, business ethics, sport, sponsorship, partnership

Table of Contents

1 INTRODUCTION	5
2 LITERATURE REVIEW	8
2.1 Corporate Social Responsibility.....	8
2.1.1 Definition of CSR	9
2.1.2 Motives and objectives of CSR.....	10
2.1.3 Critical point of view of CSR	12
2.2 CSR and Sport.....	12
2.2.1 Partnerships and case examples	15
2.2.2 Sponsorship and CSR.....	20
2.2.3 Cause-related marketing	22
2.2.4 Risks and limitations of sport-based CSR.....	24
3 STUDY DESIGN.....	26
3.1 Research approach	26
3.2 Data collection	29
3.3 Implementation of the empirical study	32
3.4 Quality of the empirical research.....	34
4 SPORT'S ROLE IN COMPANIES' CSR STRATEGY	36
4.1 Economic, environmental and social responsibility are part of companies' everyday decision-making	36
4.2 Companies prioritize children and youth in their sport-based CSR.....	39
4.3 Companies use partnership and sponsorship as their sport-based CSR tools	44
4.4 Companies prepare sport-based CSR threats with risk management policies	47
5 CONCLUSIONS AND SUGGESTIONS FOR THE COMPANIES	50
5.1 Suggestions for the companies.....	56
5.2 Evaluation of the study and further research.....	58
REFERENCES	60

LIST OF ABBREVIATIONS

CRM= cause-related marketing

CSR= corporate social responsibility

FIBS= Finnish Business and Society

FIFA= Federation Internationale de Football Association

NGO= non-governmental organization

SCSR= sport corporate social responsibility

WBCSD= World Business Council for Sustainable Development

1 INTRODUCTION

In sport management, an important area of business management, interest among practitioners has recently grown in how sport incorporates social benefits in society (Ratten 2010). At the same time, the relationship between sport and business around the phenomenon called corporate social responsibility (CSR) has grown in importance. Corporate social responsibility is defined as company's commitment towards ethical behavior beyond legal obligations, and is explained extensively later in this study (WBCSD 2002).

The presence and influence of sport in today's culture continue to grow. Sport has a unique ability to attract and mobilize. It has inbuilt values such as respect for the opponent, following rules and teamwork. (Levermore 2010) Sport can ideally increase the quality of life. It promotes peace and brings people together despite their backgrounds, thus it creates an economic and social bridge between people. (Smith & Westerbeek 2007) Sport has physical, social and economic values while teaching life lessons that are vital for any person. As sport becomes an increasingly prominent economic and social institution globally, it is important to understand its potential and limitations as a tool in building a better society. (Levermore 2010)

On the other hand, sport-based CSR has also its risks and limitations. Doping, winning at any price, violence and bad conduct of players are evident in today's sport scene. Football hooliganism and match-fixing are other examples of worrying trends in the global sports. (Levermore 2010) It is also important to realize that sport is just one way to implement company's CSR strategy. Rather than "greenwashing" through visible promotions, companies should concentrate primarily on having environmentally, economically and socially sustainable business processes that do not bring harm to its surroundings. (Godfrey 2009)

Sport and business have found ways to work together towards social change (Wilson 2011). According to Ratten (2010), social responsibility in sport can even be a mainstream business issue. Furthermore, without the support of corporate partners, the value of sport as a catalyst for social responsibility is limited (Smith and Westerbeek 2007). Companies can take part into sustainable development by contributing their resources, insights and experience (Porter & Kramer 2006). Respectively, sport is economically, socially and culturally important and at its best, enables social capital to grow in the community via stakeholders and co-operation with them (Ratten 2010).

The main purpose of this study is to understand, describe and interpret companies' sport-based CSR strategies and the decision-making processes which lay in the background. Due to increasing focus on social issues, there are many companies looking ways to synergize business and responsible acts (Kim et al. 2009). According to Levermore (2010) both business and sport can be seen as "new engines" for social development.

Using sport as part of CSR can be described with different terms. They are the following: sport-based CSR, CSR through sport, sport as a facilitator for CSR, sport as a tool for implementing CSR. With the help of literature review and empirical qualitative research on the topic, it is expected that the study can describe the role of sports in companies' CSR strategies. Ideally, thanks to this study, companies can make better partnership decisions, which lead to beneficial results to all stakeholders. Additionally, it is hoped that after this study, sport professionals would be more aware about ways of integrating CSR into their model of co-operation. As Smith and Westerbeek (2007) suggest, it is a two-way path: CSR can be good for sport, and sport may be good for CSR.

According to Sparver and Chalip (2007), further work is needed to explore sport as a tool to create benefits to society. In addition, Smith and Westerbeek (2007) propose that social responsibilities of sport are underdeveloped, and need further research. This study discusses companies' sport-based CSR strategies and the decision-making processes which lay in the background. It is assumed that by being strategic in that work, sport and companies can improve their brand image and financial status simultaneously. The empirical study will be

conducted among Finnish companies based on a responsibility survey (TNS Gallup 2014). These companies are perceived as the most responsible companies in Finland 2014 according to this survey, and that is why it is expected to find relevant results from this sample. Ideally, the results will serve as good benchmarks for other companies. It is assumed that with a more focused and careful CSR plan, a company can create a bigger impact in the community, and improved performance for the company and sport institution as well.

Ideally sport and companies both have an objective to create social good in the community, and this study aims to identify the advantages that can be achieved via co-operation between these two sides. According to Geoffrey (2001), marketers should put more emphasis on defining and then strategically implementing their firm's social responsibility efforts. Using sport as a facilitator, companies can spread their social message to wider and already engaged audiences (Smith & Westerbeek 2007).

2 LITERATURE REVIEW

The theoretical part of this study will introduce the concept of corporate social responsibility, and after that discuss what role sport can play in this phenomenon. Corporate social responsibility is a growing field in business, and using sport as a tool to deploy CSR is a relatively new concept. The most relevant ways of implementing sport-based CSR are partnership, sponsorship and cause-related marketing, which will be explained as well. I will mention the idea of strategic thinking several times in this study. In order to understand the concept, and how it relates to this study, I quote Chandler (1962, 13) who suggested: "Strategy is the determination of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals."

2.1 Corporate Social Responsibility

Corporate social responsibility (CSR) has grown rapidly in importance and interest among businesses during the recent decades. This is partly because organizations are under increasing pressure to consider their role in society (Walters & Tacon 2010). The recent trend shows that most organizations have responded to this increasing scrutiny towards business ethics and consumer demands by integrating CSR into their business operations (Walker & Kent 2009). According to Hemsley (2009, 26-49) nearly 80 percent of the largest 250 corporations in the world at the time published CSR reports in 2009. Through a cohesive CSR strategy, organizations can protect their reputation, build competitive advantage, develop brand loyalty, and improve financial performance (Dean 2003). Once seen as an unproductive cost and resource burden, CSR has increasingly become a relevant part of systematic corporate strategy (Holme & Watts 2000). According to Szwajkowski and Figlewicz (1999) there is a relationship between financial performance and CSR. CSR activities can create positive brand image and corporate reputation, enhance recruiting, retain employees, and establish customer loyalty (Walker & Kent 2009).

Corporate social responsibility aims to influence on social, economic and environmental dimensions. To be considered as a sustainable organization, the company must be financially secure, minimize its negative environmental impacts and act accordingly with societal expectations (Unido 2014). One of the visible forms of CSR is when companies have invested on environmental improvements because they are making up the harm that is caused in the manufacturing process. Recent global recession (2008) and other monetary crisis have increased the attention towards the economic responsibilities of the companies. Social concerns have mainly included the safety and education of the employee, but issues like obesity, depression, and alienation of young people should not fail to be recognized. (FIBS 2014)

2.1.1 Definition of CSR

Consumers want companies to act beyond maximizing profits. Despite the growth of CSR, there is yet no universally accepted definition of the concept among academics. According to the definition by Harvard Kennedy School (2013), corporate social responsibility encompasses not only what companies do with their profits, but also *how* they make them. The roots of CSR lie in corporate philanthropy, where it has step by step evolved into what it is today (Godfrey 2009). In its early years starting from the 1950's, CSR was simply defined as the responsibilities a business has beyond profit maximization (Carroll 1979). According to Harvard definition, CSR goes *beyond* philanthropy, addressing how companies manage their economic, social, and environmental impacts. Recently, the value aspect has grown in importance: social responsibility is a moral value and it is important for organizations to be involved in it as part of their decision-making processes (Ratten 2010).

Today, CSR aims at guiding companies to do moral, financial, and ethical decisions (Walker & Kent 2009). However, in 1962, Milton Friedman considered maximization of shareholder wealth as the sole objective and responsibility of a company. That meant whatever resources were invested in the interests of social responsibility were considered a waste of money at the expense of shareholders (Blackburn, 1994). Indeed, solving social problems had traditionally been handed over to governments and NGO's (Porter & Kramer

2011). Gradually, the idea has become stronger that businesses have an inherent obligation to society beyond profit-maximization (Subhabrata 2007, 25). Instead of focusing solely on shareholders, increasing amount of companies are focusing on stakeholders. Stakeholders include persons or groups that can affect or be affected by the company, for example employees, shareholders, customers, suppliers, and outside communities (Smith & Westerbeek 2007). Another attempt to define the concept of CSR is “company’s commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society” (Mohr, Webb & Harris 2001). Godfrey (2009) stated that CSR furthers social good, extends beyond the explicit monetary interests of the firm, and is not required by law. Vasilescu et al. (2010) suggest that social responsibility goes far beyond philanthropy, and describes it as a business contribution to sustainable development and about proactive solutions to societal and environmental challenges. World Business Council for Sustainable Development (WBCSD) defined CSR “as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce” (WBCSD 2002). According to Walker and Parent (2010), CSR plays an important role to companies that are responsible for assessing their wider impact on society.

Geoffrey (2001) describes goal-oriented investments to social improvements as “strategic CSR”, where doing good deeds is also profitable for the business. In a competitive landscape it is reasonable for businesses to do strategic decisions even in things that go beyond their legal obligations or short term profit maximizing. Corporations regard their contributions to society today not as outright donations but as investments that are intended to benefit the company as well as the recipient (Brønn & Vrioni 2011). This is a vital point because just giving donations and sharing money is a noble thing, but will not bring the same benefits that the core business builds. That is why when businesses act as businesses, not as charitable donors, they have the power to promote and change social issues that we face. (Porter & Kramer 2011)

2.1.2 Motives and objectives of CSR

CSR has increasingly been identified for its potential to create a degree of competitive advantage, which is a goal of any organization (Plewa & Quester 2011; Dean 2003). In order to maintain the advantage, the organization must differentiate itself from its competitors (Woolf 2008). Besides encompassing crucial social values and doing good for the community, social responsibility can create an avenue for differentiation. Fombrun and Shanley (1990) found evidence indicating that the greater a company's contribution to social welfare, the better its reputation. The values derived from having a social responsibility perspective include also increased customer goodwill. In the possible occurrence of negative events, Godfrey, Merrill and Hansen (2009) have demonstrated that investments in CSR generate insurance-like benefits to firms. According to Paine (2003, 7), companies get involved into CSR because of risk management, institutional relevance, organizational functioning, market positioning and ethical assumptions. Moreover, George (2009, 119-131) identified three key drivers of implementing CSR:

- 1) The core value systems by which the company feels responsible not only for wealth creation but also for social and environmental good
- 2) CSR as the key to strategic development of a company
- 3) Public pressure from consumers, media, government, public bodies, demanding companies to be more socially responsible.

Corporate responsibility network called FIBS (Finnish Business and Society) is a non-profit corporate responsibility network in Finland. They have conducted a corporate responsibility research that had 201 respondents from Finnish companies. Based on the research, the majority (71 %) of the companies say that responsibility is highly relevant to their business, and even more importantly, 46 % say that responsibility is at the center of their business. According to FIBS (2014), the benefits of being responsible are an effective risk management, increase of well-being and safety at work, decreased costs and increased revenue. Being responsible can also help companies get funding and open new avenues into new markets. It is crucial to define the CSR strategy based on the long-term goals of the company in order to create an impact. In the digital age with social media and other viral tools, the attempts of "greenwashing" become quickly evident. Companies should not take risks of jeopardizing the image they have by embellishing their responsibility acts.

According to FIBS (2014), one of the possibilities in CSR is to do co-operation with non-governmental organizations (NGO). NGOs have the expertise about a specific market area and possess a special know-how. (FIBS 2014)

2.1.3 Critical point of view of CSR

According to Wood (1991) the company's intentions, philosophies, and commitments to social engagement can be criticized. Some stakeholders consider CSR as just boosting reputation, and with that the company is taking criticism away from the negative sides of the business. For example tobacco companies might want to whitewash their core business because of the unhealthy effects of smoking. In addition there are several examples when a company has done something harmful for example to work safety or environment, and then tries to cover that with a positive publicity stunt. (Godfrey 2009) Some CSR actions are disconnected and fragmented from the strategy and business, which prevents them to have no real impact (Porter & Kramer 2006). CSR should then not be random acts of polishing the image of the company, but instead long-term work for improving issues that connect into company's strategy. Companies may also seem hypocritical and unconvincing when communicating about responsible values, but then acting against those promises. According to Hemsley (2009, 26-49) any evidence that a company is involved in a social project for the wrong reasons, for example to attract positive media coverage, will attract hard criticism among stakeholders.

2.2 CSR and Sport

Smith and Westerbeek (2007) as well as Levermore (2010), among others, have conducted recent studies how sport can act as a tool for a company's CSR activity. According to Smith and Westerbeek (2007) sport has the power to attract and unite individuals within communities and create environments for enhancing social capital. At the same time, companies can mobilize resources to be invested through sport to meet its social responsibilities. Smith and Westerbeek (2007) call the intersection between CSR and sport

“sport corporate social responsibility” (SCSR). According to their research, sport-based CSR can be pervasive, youth-friendly, health-oriented, socially interactive, environmentally aware, culturally liberating and fun. These seven ideas are explained more deeply later in this study.

Along the growth of CSR within the corporate sector there has also been an increase in CSR behavior within the sport sector (Walters & Tacon 2010). Sport is said to bring improved physical and psychological health; co-operating companies can gain intermediate benefits by being involved in sports and thus have an impact on attitudes towards health enhancement and physical condition on a wider scale. Sport can offer a platform for educational initiatives, philanthropic/charitable donations, community development, community initiatives, fan appreciation, health-related initiatives, and community-based environmental programs (Walker & Kent 2009). It is assumed that socially responsible companies want to take part in tackling the problems of obesity and alienation of young people. According to Levermore (2010) sport is beneficial to individual development, health promotion and disease prevention, promotion of gender equality, social integration and the development of social capital, peace building and conflict prevention/resolution, post-disaster/trauma relief and normalization of life, economic development, communication and social mobilization. Sport has the charm to attract large audiences, particularly young people, and send appealing messages through media (Smith & Westerbeek 2007). Sport has global consumers and sport teams engage people in the local communities (Walker & Kent 2009). According to the World Health Organization (WHO 2003, 3-5), participation in sport lowers the risk of becoming obese, controls the use of tobacco, alcohol, unhealthy diet, drugs and violence, helps prevent cardiovascular diseases, enhances health, and promotes social interaction and integration. Furthermore, the Olympic movement aims to a peaceful and better world by educating youth through sport in a spirit of friendship, solidarity and fair play, without discrimination of any kind (International Olympic Committee 2007). With its appeal and unique attraction, sport can reach audiences that traditional programs tend not to reach (Levermore 2010). However, without financial support of corporate partners, the value of sport as a tool for social responsibility is limited

and the goal to improve the flow of resources to sport is substantial (Smith & Westerbeek 2007).

The relationship and implementation of sport and CSR can be applied in two ways. First, companies and organizations that are not related to sport can use sport as a vehicle to implement their CSR strategy. By doing this, they simultaneously aim to attract customers and other stakeholders through sport to enhance reputation and improve public perception of the brand (Filizöz & Fisne 2011). For example telecommunications company Vodafone implemented a CSR program in 2007 in order to promote healthy and positive living among young people (Levermore 2010).

Secondly, combination of sport and CSR can be implemented by sport-related organizations themselves. They also aim is to influence positively on wide area of stakeholders, including sponsors as one important example. Besides moral obligation and doing good for society, sport-related organizations can decide to do sport-based CSR because of benefits such as reputation building, expansion of fan base, positive team image and sponsor attraction. (Athanasopoulou et al. 2011) For example football organization FIFA has a program called Football for Hope. The program aims to achieve sustainable social development through the power of football offering funding, coaching, facility building and free equipment. Another example is sport shoe and apparel company adidas. The company makes financial and product donations through the Adi Dassler Fund, and encourage employees to participate in volunteer projects to help young people. (Filizöz & Fisne 2011) On the other hand, one has to keep in mind that for example FIFA has been accused of corruption and too bureaucratic governance. Therefore, supporting grassroots is important, but people should not close their eyes from the negative things either.

In this study, the point of view is on how companies, whose core business is not related to sport, manage their CSR activities through sport. The empirical research will clarify the purpose, objectives, role, risks and tools of sport-based CSR in Finland conveyed by companies not related to sport. The ways of implementing sport-based CSR include sponsorships, financial contributions, philanthropy, gifts in kind, cause-related marketing,

employee volunteering and partnership. (Davies 2002; Weiser & Zadek 2000, 31; Smith & Westerbeek 2007) According to Smith and Westerbeek, the most valid form of contemporary sport-based CSR is partnership, where both sides, company and sport, are highly involved. Even though acknowledging the importance of partnership, also sponsorship and cause-related marketing are described in the literature as relevant tools for deploying sport-based CSR. Vuokko (2004, 2017) and Hemsley (2009, 26-49) suggest that one of the aims of sponsorship is demonstrating the company's social responsibility, and respectively cause-related marketing offers companies a way to support a social cause (Brønn & Vrioni 2011). From strategic point of view, financial contributions, philanthropy, gifts in kind and employee volunteering are not relevant and do not appear in the literature often. When discussing above mentioned actions, Geoffrey (2001) refers to altruistic CSR. The benefit of altruistic CSR to the company is uncertain and even irrelevant, and therefore lies outside the extent of business responsibility. Hence, the role of partnership, sponsorship and cause-related marketing in sport-based CSR is explained, giving this research a wide base to understand the actions and motives of strategic CSR between the companies under investigation. These forms of co-operation are expected to bring long-term benefits both economically and socially to all stakeholders involved.

2.2.1 Partnerships and case examples

Smith and Westerbeek (2007) have introduced unique features considering the partnership between CSR and sport. First, sport is global and sport programs can be implemented effectively around the world. With the help of elite athletes, sport has mass media and communication power that can be exploited. Second, sport is appealing to young people both from participating and spectating point of view. As a participant to junior programs, sport can benefit to improved self-esteem, good citizenship, co-operation skills, and encouragement to a physically active lifestyle (White et al. 1998). From spectator point of view, professional athletes offer role models for young people to look up to. Third, sport-based CSR is an ideal tool for creating positive health impacts, promoting health awareness and fighting against inactivity. The fourth reason is improved social interaction. CSR through sport can offer a platform for group participation and ideally stimulate social

cohesion and fair play. Fifth, especially during Olympics, sport-based CSR has been part of promoting environmental and sustainability awareness. Sixth, sport can also be seen as understanding and distributing cultural diversities in an interactive and fun way. Finally, the seventh unique feature for partnership between sport and CSR is that sport participation provides immediate gratification benefits, fun and satisfaction. (Smith & Westerbeek 2007)

According to Levermore (2010), using sport as a vehicle to facilitate community development is increasing. Sport, and sport for development, offers brands to have a different kind of approach in their marketing (Wilson 2011). Using the connections that sport offers, following the values and exploiting the natural and non-political arena of sport, both companies and sport can benefit. The popularity of star athletes, and the tight link between a sport team and a local community can be exploited. The field of sport is distinguished from others by the emotional feelings it creates. (Walker & Kent 2009) Globalization and commercialization of sport have increased its reach to wider audiences. Sport has inherent positive impacts, and being more communicative and aware of them adds to sport's power as a social tool.

Ideally, sport institutions and companies have a documented policy on how they enhance their CSR initiatives together. That way both sides can find most relevant fit for their social engagement strategy. Some of sport's social responsibilities, listed by Smith and Westerbeek (2007) are as follows: rules of fair play; equality, access, and diversity; safety of participants and spectators; independence of playing outcomes; transparency of governance; pathways for playing; community relations policies; health and activity foundation; principles of environmental protection and sustainability; developmental focus of participants, and finally qualified and/or accredited coaching. In order to use the opportunities of sport for positive impact, sport clubs need to figure out ways to fulfill their own and corporate aims. These pillars can be used as basis for partnership, and they need to be further developed in co-operation.

According to Sparver and Chalip (2007), sport teams render economic and social benefits to a community, i.e. they possess beneficial assets as enhancers of economic development,

place marketing, and social welfare. These assets can enable a team to support community-building efforts, and to impact social and environmental issues, such as health-related matters, exclusion of young people, anti-doping campaigns, acceptance of diversity, education, environmental awareness, as well as environmentally friendly sports facilities and products (Toepfer 2003, Holt 1995). Sport has a capacity to foster partnerships among parties that would not normally do co-operation (Sparver & Chalip 2007).

Ngwenya (2010) has found reasons why companies seek to implement sport-based CSR. They seek partnership in order to create possibilities for social integration and economic development. In that, sport can offer solutions for socio-economic challenges such as unequal access to exercise. Also, sport offers an avenue for strategic development of companies to promote sustainability in local communities aligned with their long-term goals. Thirdly, companies can improve performance through attracting talent and increasing their client base by being involved with sports. Ngwenya (2010) mentions also immediate gratifications, regulatory requirements and being perceived as good corporate citizen as part of the purpose of implementing sport-based CSR.

Case examples

Molnar et al (2012) have investigated the CSR programs of Nestle, Danone and the Coca-Cola Company. Concrete examples about ways to implement a CSR program are after school physical activity clubs, teaching healthy behaviors, promoted “walking day” every month, sponsor’s awards at universities to encourage students to practice healthy living, use of social media to facilitate an exchange of ideas for living a balanced and healthy lifestyle, youth football tournaments, interschool competitions, diet recommendations, health screening for free, “Learn how to reduce your cholesterol”- program, charity jogging and “healthy eating” related films, games and reading materials.

Coca-Cola Company sponsored 280 physical activity and nutrition education programs in more than 115 countries in 2012 (Molnar et al. 2012). The company has a program that aims towards healthy behaviors to the Korean students who have weight-related health

concerns and are at risk of obesity. Another program aims to educate Italian high school students about the importance of balanced nutrition and exercise. The company has a wide after-school program in the United States. The program uses education and activities to encourage participants for a balanced diet, become more physically active and engage in healthy relationships. All of these actions aim to reach as much participants as possible from the area and create positive effects.

Nestle's "healthy kids" program is reported to reach a wide audience as well, 6 million children around the world in 2012. The objective of the CSR action is to raise the awareness of nutrition, health and wellness of school-age children around the world. Another goal is to reach the impact of the project into all of the countries where Nestle operates. Danone takes care of its employees by having objectives to prevent stress at work and improve working conditions, to ensure health and well-being by promoting best practices linked to good nutrition and a healthy lifestyle, and to provide basic medical insurance and other benefits to all employees. (Molnar et al. 2012, 87)

The motor company Ford had a program called "Kick it out" in co-operation with UK Football towards anti-racism. The campaign was engaging young people around the company's plant at Dagenham, outside London. The partnership aimed to educate young people around the east of London on diversity and other issues. According to program manager Paul Elliot, they were specifically looking for a partnership with a right brand. For that program, it was not enough from the brand only talk about CSR, but also finding a brand who wanted to align their own objectives alongside the program. Therefore, the partnership was not only about handing over money. Via their CSR program Ford aimed to touch different people in different ways in the communities that they operate. (Wilson 2011)

Using sport as a facilitator for social improvement has created many organizations to manage that process. Beyond Sport is a global organization that believes sport's power to play an active role in sustainable social change. The organization aims to facilitate relationships between sports projects and business backers. The website of Beyond Sport

introduces variety of examples of successful and awarded projects where sport has been used to create positive social change across the world. (Beyond Sport 2014)

“Right To Play” is a humanitarian organization supported by an international team of top athletes and partners. The goal of the organization is to use ‘sport and play’ to improve health, develop life skills, and foster peace for children in disadvantaged areas of the world. The power of play can educate and empower children to be guardians of their own health and active participants in their communities. Microsoft is one of corporate partners of the organization. The partnership represents both a direct investment in gender-focused programs in East Africa, as well as an investment to technological capacity and digital resources. Another partner is football club FC Chelsea. The global partnership with the club has raised more than £2 million since its 2007 launch for a good cause. Using play as an approach, attendance rates are better and children are more actively involved, which leads to improved learning. (Right To Play 2014)

Sport has been lately connected to social responsibility also in Finland. A Finnish mobile game development company Supercell announced its co-operation with the sport club Icehearts in 2014. Iceheart’s mission is to prevent social exclusion and promote the well-being of children. The Icehearts organization is in the core of preventive child welfare work through team sports. The support from Supercell is used to hiring new Icehearts-educators who are each responsible for approximately twenty children. The costs of one team are 50 000 euros per year. One alienated adolescent costs the society one and a half million euros. It has been estimated that each Icehearts group can prevent two to three custodies in co-operation with the municipality, which is beneficial for the whole society. (Markkinointi & Mainonta 2014)

Another quite recent Finnish example is the football club JJK Jyväskylä. Finnish Sports Gala awarded JJK Jyväskylä with a year’s marketing act in 2011 (Hokkanen 2011). One of the justifications for the award was the exemplary work in the area of social responsibility. JJK’s efforts were noticed positively also in the media. Kulmala (2011) wrote that sport club can offer more than entertainment; it can show responsibility for common issues.

According to Kulmala (2011), JJK has extended the purpose of a Finnish sport organization. JJK uses its uniting power by bringing together companies with organizations like Traffic Safety, Fairtrade, the Finnish Multicultural Sports Federation (Fimu), charity with Christmas gifts, YAD Youth Against Drugs, Unicef, Pink Ribbon cancer foundation, Hope, and LasTu (support for hospital's children department). In addition the club has done projects such as "Red card for racism" with Fimu ry and "JJK do not give up – except blood" which was done in co-operation with Finnish Red Cross blood service. (JJK 2014) On the other hand, it is commonly known that despite all these positive partnerships, JJK experienced severe economic difficulties during the season 2013. JJK was close to bankruptcy, and partly because of economic challenges went down from Finnish premier league to the first division. If the economic continuity is at risk, then all the other partnerships lose their purpose as well.

2.2.2 Sponsorship and CSR

Corporate social responsibility is one of the important dimensions of sport sponsorship. Smith and Westerbeek (2007) have described the difference between sponsorship and CRS. According to them, CRS is ideally a genuine attempt to give back the benefits of successful business to the community from which it originated. On the other hand sponsorship is seen as a business and marketing investment through the company's marketing-mix tool. However, even though sponsorship is seen as a communication tool, investment in sport can be done with an approach including social responsibility. According to Vuokko (2004, 217-220), one of the objectives of sponsorship from the sponsor's point of view is managing the community relationship and proving the social responsibility of the company. According to Hemsley (2009, 26-49), CSR programs are increasingly using sponsorship as a vehicle to deliver their objectives. One way to define sponsorship is when a company buys the rights of the sport asset, and uses that right for positive brand association and awareness. Sport asset is considered as an effective communication tool, because whether a participant or spectator, people engaging intensively to sport are influenced by active lifestyle and health. Second, sport is for everybody, from top sport to leisure activities. The

ubiquitous nature of sport is one of the reasons why it offers a wide platform to reach different audiences. (Hemsley 2009, 26-49)

Based on the latest development in sport marketing, companies expect more than just traditional media visibility out of co-operation with sport. One of the ways of adding value to sponsorship is the element of social responsibility. (Vottonen 2012, 80) CSR is part of more comprehensive and strategic view to the co-operation between company and sport. The goal of visibility sponsorship is often based on maximizing marketing efforts, getting as much media coverage as possible, and gaining measurable business revenue. On the other hand CSR offers a softer point of view based on developing a program for improving the community as a whole, raising awareness for important issues and taking part to a cause that is truly relevant for the company. Also sport right holders need to recognize the role of CSR as an opportunity while planning sponsorship packages for companies. (Hemsley 2009, 26-49)

Some research has been made about sponsorship in Finland. For example according to study conducted in 2004, all in all two out of three companies in Finland were doing some kind of sponsorship. Out of the sponsored targets, most of the money was invested into sports (74 %). Culture (13 %) and different social operations (13 %) were other targets for support. Among sport, team sports were the most popular target for sponsorship. Companies valued visibility as the most important thing that sport can offer for them. The study found out that doping and negative issues associated with sports are the greatest threats for future sponsorship market. (Itkonen et al. 2009)

Vottonen (2012, 19-28) has identified the goals of sponsorship as: 1) brand development 2) stakeholder relations and partnership and 3) social responsibility. In the recent decade the trend has been businesses focusing increasingly on demanding return on investment from sponsoring, and also social responsibility has become more desirable dimension for co-operation. All in all, companies have started mixing different elements of sport in their sponsorship programs. Using different communication messages about star athletes and supporting youth programs in different channels, company can reach the sport audience

better. At the same time also the property, for example a football team, will benefit because of the stronger and deeper connection with the supporter. (Polonsky and Speed 2001)

The current state of sponsorship is challenging in Finland. The Association of Finnish Advertisers (2014) has measured that between its members only two percent will increase its sponsorship investment. Planning to decrease the level of involvement is 23 percent, and 75 percent are intending on keeping the investment on the same level. According to the CEO of the association, many of the companies have chosen to sponsor increasingly social targets that are directly linked into company's operations.

Research has shown a correlation between economic recession and decrease in sponsorship revenue. That creates one reason for sports rights holders to target corporate CSR actions to create alternative revenues for sport (Hemsley 2009, 26-49). With the benefits of CSR sport institutions can build a new angle to co-operation with companies. Additionally, majority of companies under yearly Finnish sponsor barometer believe that the importance of CSR in sport will grow in the future (the Association of Finnish Advertisers 2014). In order to maximize the reputational benefits of corporate social responsibility, it must adopt and promote CSR as an integral part of a company's values and objectives (Brønn and Vrioni, 2011). Brønn and Vrioni (2011) suggest to marketers that they should communicate the purpose of corporate social responsibility and its benefits among consumers, because it decreases the skepticism towards CSR actions. Finally, Nick Keller, the founder of Beyond Sport, suggests that sponsorship with a social element will be the model of sport sponsorship over the next 20 years. (Wilson 2011)

2.2.3 Cause-related marketing

Cause-related marketing (CRM) can be seen as a part of corporate social responsibility (Anghel et al. 2011). CRM is mentioned often in the literature when discussing the actions of responsible behavior businesses. It can be seen as a tool of advocating corporate social responsibility in marketing communications activities (Brønn & Vrioni 2011). Unlike the well-known sponsorship term, cause-related marketing is not particularly established in the

world of sport marketing (McGlone & Martin 2006). According to Godfrey (2009), firms that create social gains realize cash value in terms of either increased purchases by morally conscious customers or their willingness of these customers to bear higher prices. Cause-related marketing means marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when the customers buy a certain product (Varadarajan & Menon 1988). According to Bradish and Cronin (2009) one way to use CRM program is donating some percent of product's profit to a designated cause of co-operating charity organization. The amount of the donation is defined for every particular product or service purchased (Barone et al. 2007). According to Brønn and Vrioni (2011) CRM's purpose is to attract consumers wanting to make a difference in society through their purchasing.

Danone's "Drink 1, give 10" in cooperation with UNICEF is an example of a cause-related marketing campaign. With every purchased bottle of water, Danone supported specific amount towards UNICEF drinking water project in Ethiopia (Steckstor 2011, 9). CRM has then two objectives as a communication tool: improving corporate performance and helping in a worthy cause. It is doing it by linking fundraising for the benefit of a cause to the purchase of the firm's products and services (Varadarajan & Menon 1988).

The goal of cause-related marketing is that both business and stakeholder objectives are satisfied with the outcome (Kim, Kwak & Kim 2010). Cause-related marketing is a way of giving back to community and towards an important cause. Simultaneously companies are increasingly using CRM as part of their long-term strategy to build customer relationships, differentiate their products from competitor's offerings, and enhance corporate image (Varadajan & Menon 1988). According to Cone, Feldman and DaSilva (2003), consumers value corporate support of social causes. Webb and Mohr (1998) have found that the change in company's image depends how customers perceive the reasons behind company's involvement in cause-related activities. According to research, most consumers value positively the help given to the cause by the company. However, Mohr et al. (1998) suggest that consumers with a high level of scepticism will be less likely to respond positively to CRM programs. For companies that use this marketing tool, it is necessary to

be genuine in their behavior, and also have a full awareness of consumers' knowledge of CRM (Brønn and Vrioni 2011).

CRM involves risks for company image, if it is done from the wrong purposes or understood incorrectly by the consumers. Stakeholders of the company are sophisticated, and they are questioning whether the companies are donating just to gain goodwill or whether they are truly concerned about particular issues (Brønn & Vrioni 2011). Consumers might perceive CRM often controversial, even among non-profit organizations, because it sends a message about self-interest and it threatens to commercialize non-profits (File & Prince 1998). In some cases, consumers think that a firm is exploiting the cause only for its own revenue-creating purposes (Kim et al. 2010). According to Ellen, Mohr and Webb (2000), consumers will not necessarily accept cause-related marketing as altruistic, which means that investing into social causes may or may not actually reward the company. However, Kim et al (2010) state that generally speaking, consumers express favorable attitudes and intentions when asked about company participating in CRM initiatives.

2.2.4 Risks and limitations of sport-based CSR

Sport, through different organizations, has created a certain kind of mystique and aura of moral goodness. However sport, through corrupt athletes, coaches, officials, and administrators, has also created an institutional aura. That aura defines victory at any price, as the most important thing for participants. It is important to constantly raise the question about the responsibility of athletes, coaches, team owners, league officials, and global sport organizations. Negative side-effects are obviously things that sport institutions want to avoid, and therefore they need to set the rules for transparent, fair and honest operation and competition. (Godfrey 2009).

In many cases, sport is dealing with negative issues, for example violence, corruption, discrimination, hooliganism, nationalism, doping and fraud. Levermore (2010) points out that sport can be associated with cheating, corruption and exclusionary practices. Another concern is that many of the companies involved with sport are from the industries of fast

food, soft drinks, alcohol or tobacco. They are supporting the sport, but simultaneously promoting their own unhealthy products to potential customers. Another crucial limit is the lack of actual measurements on how sport-based CSR really influences on a company's performance and improvement of conditions among stakeholders. Levermore (2010) points out that it is possible that CSR-related projects lack accountability, fail to reach goals and not be transparent enough. Milton-Smith (2002) suggest that globalization has brought shadows into the reputation of sport including winning at any price, commercial exploitation by multinational corporations, intense national rivalry, cronyism, and cheating. Another threat is the corruption and the competitive advantage of advanced nations in the sport scene.

According to Godfrey (2009) more discussion is needed about the commitments and obligations of sport. The measures and evaluation of "fair play, health enhancement and education in sport" have to be identified more clearly. Also, the expectations towards individual athlete's conduct are not clarified enough. This is challenging because at the same time athletes are supposed to be role models for youth. Sport management as a discipline needs to offer solutions about how to react towards misconduct of a professional basketball player. It is important to think how the different stakeholders of sport - athletes, coaches, teams, leagues, or governing bodies - create and follow the rules about important topics. Those areas include fair play, gambling, diversity and even fan behavior. Godfrey (2009) suggests that these responsibilities should be emphasized more carefully. Hemsley (2009, 26-49) adds that part of sports own CSR responsibilities is looking after retired professionals who after finishing their career might need some help to start the new phase in their lives.

3 STUDY DESIGN

In this chapter of the study, I will go through research approach, data collection, implementation of the empirical study and the quality of the empirical research. The study design will be clarified, and the methodological choices will be explained.

3.1 Research approach

Ritchie (2003, 27-52) describes good research design as clearly defined and with coherence between research questions and methods. In order to choose the most appropriate design the researcher must be familiar with a wide range of designs applicable to reaching the research aims (Bansal & Corley 2012). This research uses qualitative research methods because the main purpose of the study is to understand, describe and interpret companies' sport-based CSR strategies and the decision-making processes which lay in the background. Qualitative research helps to develop contextual understanding of the phenomenon under examination as well as of the motivating rationales behind behaviors and actions (Walters & Tacon 2010). Qualitative research describes and clarifies human experience as it appears in people's lives (Polkinghorne 2005).

Denzin and Lincoln (2000, 3) have defined qualitative research as follows:

“Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that makes the world visible. These practices ... turn the world into a series of representations including fieldnotes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them.” (Denzin & Lincoln 2000, 3)

Qualitative methods are a popular research approach across the field of social sciences (Bryman & Burgess 1994, 173-194). Other applicable approaches for research are quantitative research, and mixed methods-design combining the two. Strauss and Corbin (1990, 17) have stated that qualitative research stands for any type of research that produces findings that are not arrived by statistical procedures or other means of quantification. Quantitative research method on the opposite refers to the systematic empirical investigation of social phenomena using statistical, mathematical or numerical data or computational techniques (Given 2008, 713). Qualitative and quantitative methods involve different strengths and weaknesses, but are not mutually exclusive (Dachler 2000). The different methodologies create alternative strategies for research (Patton 1990, 169). Quantitative methodology is seen to examine the social world in ways which simulate the 'scientific method' as used in the natural sciences, with an emphasis on hypothesis testing, causal explanations, generalization and prediction. On the contrary, qualitative methods are seen to discard the natural science model and to concentrate on understanding, description and emergent concepts and theories. (Ritchie 2003, 27-52) For this research, qualitative research was a natural choice because I did not have hypotheses to be tested with statistical data, but rather I wanted to understand the rationale behind the relatively new and complex phenomenon. Qualitative research leaves a significant role for the investigator's own interpretations and understanding of the phenomenon being studied. As it is applicable for this study as well, the qualitative method prefers answering to questions 'how', 'what is' and 'why' instead to 'how many' (Pratt 2009, 856). That is to say, qualitative data is gathered primarily in the form of spoken or written language rather than in numbers (Polkinghorne 2005).

There are several approaches that qualitative research can take. Those approaches are linked to ontology and epistemology. The aims of qualitative research, and also this study, are generally directed towards delivering an in-depth and interpreted understanding of the social world, by learning about people's social and material circumstances, their experiences, perspectives and histories. (Ritchie 2003, 27-52) Contemporary qualitative researchers note that the social world is regulated by normative expectations and shared understandings and hence the laws that govern it are not static (Snape & Spencer 2003, 11).

The traditions of qualitative research can be categorized as follows: biography, phenomenology, grounded theory, ethnography, and case study (Creswell 1998, 204-215). In order to understand, describe and interpret the sport-based CSR phenomenon, the most suitable method is phenomenology. Phenomenology has influenced the 20th-century thinking with its rigorous descriptive approach, and it is a suitable approach because it offers a method for accessing the difficult phenomenon of human experience. Phenomenology relates to the totality of lived experiences that belong to a single person. (Giorgi 1997)

Upon developing research questions for the study, Bryman's instructions in setting up relevant research questions were followed. In order to get the most out of the study, the research questions need to be clear, understandable and focused. However, they should not be too narrow. According to Bryman (2001, 447-454), questions should have the potential to make an original contribution towards the study, given the resources available, and should motivate the researcher. In this study, the main question is: What is the role of sport in Finnish companies' CSR strategy? In order to describe the phenomenon clearly, the research question is divided into four sub-questions. The sub-questions are following: (1) what does corporate social responsibility mean for companies, and why are the companies doing it? (2) How do companies use sport as part of their CSR strategies? (3) How do companies use partnerships, sponsorships or cause-related marketing as tools for sport-based CSR? (4) What are the risks of using sport as part of their corporate social responsibility strategy?

My task as a researcher is to provide a holistic understanding of the respondents' views (Snape & Spencer 2003, 7). In order to analyze the findings about the role of sport-based CSR in Finnish companies, I adopted a content analysis approach (Hsieh & Shannon 2005). The approach is a systematic, non-obtrusive, and replicable technique for examining communication methods (Berger 2000, 35-51). Content analysis is appropriate when existing theory or research literature on a phenomenon is limited (Hsieh & Shannon 2005). The main goal of the method is to understand the targets of the research and their thinking

processes behind certain decisions (Hirsjärvi et al. 2009, 181-182). The method I chose for this research is used to address research questions that demand explanation or understanding of social phenomena and their context, which makes it suitable for my own purposes. (Snape & Spencer 2003, 28)

3.2 Data collection

The purpose of data gathering in this research is to provide evidence about the role of sport-based CSR in Finnish companies. Collecting qualitative data can be broadly divided into two groups. The first group focuses on naturally occurring data (for example, observation, documentary analysis, discourse analysis). The other way is generating data through interventions of the researcher (for example, narrative accounts, interviews, focus groups). Each approach harvests data of specific kinds and will be suited to different kinds of research objectives. (Ritchie 2003, 27-52)

In qualitative research it is typical to use methods that involve close engagement between the researcher and the people being studied, where the researcher is the primary instrument. Qualitative research investigates data that is very detailed, information-rich and broad, and the whole research process is unique (Alasuutari 1999, 25). Samples that are small in scale and purposively selected are on the basis of essential criteria. There is actually a point of diminishing return where growing the sample size no longer contributes to the evidence. (Ritchie 2003, 27-52)

In this research, I approached the data generation with flexibility and sensitivity to the social context (Snape & Spencer 2003, 4). In order to do that, I chose the most widely used approach to the production of qualitative data: interviews. Herein, the interviews were conducted via e-mail. Kvale (1996, 5) explains the intention of interview and writes that its “purpose is to obtain descriptions of the life-world of the interviewee with respect to interpreting the meaning of the described phenomenon”. The interview questions have been developed on the afore-discussed theory on sport and CSR. I have prepared the interview questions to answer to, and brought them together as a list of questions in four themes

(Appendix 1). The process is referred to as a “professional conversation” and the aim is to produce a full amount of knowledge about the investigated phenomena. (Kvale 1996, 5)
The table 1 deciphers the demonstration of the theoretical concepts and their links to the sub-questions.

Table 1. Demonstration of the research concepts

Purpose of the research	Research questions	Theoretical concepts	Interview questions (appendix 1)
<p>To understand, describe and interpret companies’ sport-based CSR strategies and the decision-making processes, which lay in the background.</p> <p>The main research question: What is the role of sport in Finnish companies’ CSR strategy?</p>	1. What does corporate social responsibility mean for companies, and why are the companies doing it?	(2.1) CSR (2.1.1) Definition of CSR (2.1.2) Motives and objectives of CSR	Numbers 3-6: How does company define CSR and what is the magnitude of CSR-related personnel?
	2. How do companies use sport as part of their CSR strategies?	(2.2) CSR and Sport	Numbers 7-11: What are the objectives for sport-based CSR and what are the motives behind them?
	3. How do companies use partnerships, sponsorships or cause-related marketing as tools for sport-based CSR?	(2.2.1) Partnerships and case examples (2.2.2) Sponsorship and CSR (2.2.3) Cause-related marketing	Numbers 12-13: How are the sport-based CSR tools used in the company?
	4. What are the risks of using sport as part of their corporate social responsibility strategy?	(2.1.3) Critical point of view of CSR (2.2.4) Risks and limitations of sport-based CSR	Numbers 14-16: What are the risks of sport-based CSR and how they are being managed?

To answer to the research questions, qualitative research using data from open-ended e-mail interviews was conducted. There were four interview themes that are based on the theoretical framework and purpose of this study. In order to enrich the understanding of the investigated phenomenon, as a researcher, I needed to select suitable interviewees for the study. The choice of the interviewees was purposeful, and thus was not done randomly. I chose to interview five companies based on careful selection. The use of multiple participants serves to deepen the understanding of the research phenomenon. (Polkinghorne 2005)

In order to identify best-practice examples based on the perspectives of the respondents, the interviewees were chosen based on a responsibility survey (TNS Gallup 2014), which I

thought would offer the most relevant data. Based on research (TNS Gallup 2014), the top companies in Finland 2014 were as follows:

1. Rovio
2. Paulig, Fazer-konserni
3. Alko
4. Veikkaus
5. Snellman, Google
6. Valio, RAY (Raha-automaattiyhdistys)
7. OP-Pohjola-ryhmä
8. Hartwall
9. Helsingin Energia
10. S-ryhmä, S-Pankki

The research delivered by TNS investigated the reputation and responsibility image of Finnish companies. The survey was conducted by interviewing Finnish people. In the interviews, people's opinions are asked about companies' responsibility and reputation, and based on that data, the companies are ranked accordingly. In 2014, the survey analyzed 57 companies from eight different fields including: trade, finance, services, residence, energy, foodservice, ICT and telecommunications. After studying the above-mentioned 14 companies, I chose companies that had sport-related images or stories in their web-site or CSR reports. I aimed at gathering data keeping in mind the saturation point until no new information was gained (Polkinghorne 2005). Based on researching websites and CSR reports, four of these companies had visible sport-based CSR actions in their business. Accordingly, I chose to ask these four to an interview. However, as a researcher, I also chose a company outside of the list. That company was Amer Sports which is Finnish sporting goods company, and has information about sport-based CSR actions on their website. It was relevant to ask Amer Sports to join this study as well since their industry is so closely related to sport context.

In order to find the right respondents for the interviews, I contacted each company first via telephone. The purpose of the call was to find out which person is the right one to answer

the interview questions about sport-based CSR. After finding the right people, I called them and introduced the topic of the research (Table 2). Subsequently, I contacted and interviewed them via e-mail. Each interview gathered data based on the themes of research questions. The data was collected during November 2014 and January 2015.

Table 2. The interviewees

Core business area of the company	Name of the company	Position of the interviewee	Interview request sent	Interview answers received
Food service	Fazer Group	Manager, Partnerships and Heritage	12.11.2014	27.11.2014
Retail	S Group	Director, Corporate Responsibility	18.11.2014	2.12.2014
Sports equipment	Amer Sports Corporation	Manager, Corporate Responsibility and Communications	18.11.2014	8.12.2014
Dairy	Valio Ltd	Vice President, Marketing	14.11.2014	16.12.2014
Gaming	Veikkaus Ltd	CSR Manager, and Head of Sponsoring and Beneficiary relations	13.11.2014	22.1.2015

3.3 Implementation of the empirical study

The literature review and building the theoretical framework of the study was executed between August 2013 and November 2014. The interviews for the research were conducted from November 2014 to January 2015. In the research process, I invested a lot of time to gradually get to know the topic better. I have always been interested in the responsibility side of sports, and I wanted to find out more how companies can take part into building a more active society. When I take a look at my research diary, at first I was only reading articles in general about CSR and sport, companies' responsibility strategies and trying to create an angle how to research the topic. At first I was thinking of researching responsibility issues from the sport club's point of view, but after getting deeper into the topic, I decided that it is more contemporary and useful to study the phenomenon from companies' point of view. This is mainly because in Finland, sport clubs are still operating

with small resources and on the other hand companies also have a motive to build a healthy and active society. Therefore in April 2014 I started to focus my literature review towards the CSR of the companies, and go deeper into what the role of sport is in the strategy.

Through an intensive period of creating theoretical framework for this study, I was able to identify themes that are relevant in the literature for this topic. I studied how researchers in the field have defined CSR, I read CSR reports done by companies, and I investigated the history and purpose of the phenomenon from various sources. I went deeper into sport's role inside the concept of social responsibility, and how companies can use sport as a vehicle for CSR and also what the risks are in it. Throughout the research process I kept in mind the coherence of the topic, research question and finally data collection. A notable step in the process was when the interview questions were defined in the beginning of November 2014. After that, the data collection was ready to start, and I started contacting the interviewees.

In order to choose participants for qualitative research, one can use different kinds of strategies for sampling. In critical case sampling such participants are selected, whose experiences are particularly significant because of their relevance for the topic. For this study, it was essential that the companies are involved in CSR through sport, and that was a criteria ensured before conducting the interview with the respondents (Table 2). Criterion sampling in this study meant using participants that met important pre-determined criteria (Polkinghorne 2005).

For this study, I used static sampling, which is quite common for qualitative research. In static sampling, all the data is collected before the data analysis. This was chosen due to its practicality but also due to the view that by interviewing companies that are perceived responsible in Finland, I would reach a saturation point, where additional interviews would not offer anything new to learn. (Glaser & Strauss 1967, 28-52)

After receiving all the interview answers, I was able to start the analysis. Part of qualitative analysis is identifying emergent categories from the data rather than determine a priori

categories and ideas. It is relevant to respect the uniqueness of each case. (Snape & Spencer 2003, 4) In this research, content analysis was done with the help of the research question themes. Repeated patterns were raised and reflected towards the theoretical framework of the study.

3.4 Quality of the empirical research

The validity and trustworthiness of qualitative research is related to the selection of worthwhile sources that present a deep understanding of the research topic (Polkinghorne 2005). In this study, the sample was chosen carefully aiming to find participants that have knowledge about the investigated phenomenon. The purpose was to interview companies that have been exemplary in the field of CSR. It was expected that these companies offer a wide view about the role of sport-based CSR in Finland.

There are a number of criteria that help in evaluating the quality of the research (Miles & Huberman 1994, 277). According to Leininger (1994, 99) without the use of universally applicable criteria, the results of the study are subject to doubt and questioning. Commonly employed tactics for assessing the quality of the qualitative research are: 1) the objectivity of the work 2) reliability 3) credibility 4) transferability; and 5) utilization of the study (Miles & Huberman 1994, 277-280). First of all in order to demonstrate objectivity, the researcher must avoid bias and show how the data are linked to their sources. It is also important to demonstrate that the results and conclusions are not based on the researcher's prior assumptions. (Leininger 1994, 105) Second, for the results of the study to be reliable, they must be consistent and accurate (Daymon & Holloway 2002, 93-94). One way to demonstrate reliability of the work is a detailed description of the research process, which I have aimed to be as transparent and thorough as possible. Third, the study is credible when the respondents' views have been reported truthfully (Daymon & Holloway 2002, 92-93). The fourth criterion is transferability of the study, which means the ability to generalize the research findings across populations, time or conditions (Hirschman 1986, 245). Lastly, utilization of the study has to do with the usability and applicability of the attained knowledge (Miles & Huberman 1994, 280). With this study, I try to contribute to the

existing knowledge, and hope that the findings will lead to managerial actions by the stakeholders.

Researchers need to be sustained in their judgments in order for the data to present the perspectives of the participants. The integrity and honesty of the research is the foundation for the trustworthiness of the data. The data production process needs to be transparent to the reviewers and to anyone else who will use the results of the study in their purposes, and for this study it is explained in the implementation of the study chapter. (Polkinghorne 2005) It is also relevant to point out that the interviews of this study were conducted in Finnish.

In order to conduct the research in high ethical standards, respondents of the interviews need to have complete understanding of the study process. Therefore, consent of the participants was requested before conducting the interviews. The consenting process is about the protection and respect of the participants. (Utah State University 2014) The consent was asked both via telephone and when the interview was submitted via e-mail. Participation in the research was entirely voluntary for respondents. Only myself as the investigator will have access to the data that will be kept on a password-protected computer in a locked room. To protect respondents' privacy, personal, identifiable information were not shown in the study. The data will be stored for five years. The respondents are notified after the publication of the study.

4 SPORT'S ROLE IN COMPANIES' CSR STRATEGY

In this chapter I will introduce the results of the study. The primary data was based on e-mail interviews that I conducted among five Finnish companies. In addition, secondary data was acquired from the company web site. The findings will be introduced based on the themes of the research. The themes are organized so that the sport-based CSR of Finnish companies is described widely from different angles.

4.1 Economic, environmental and social responsibility are part of companies' everyday decision-making

First theme of the interviews was corporate social responsibility, and more precisely the goal was to understand how companies define CSR and with what intensity they are doing it. The first theme also tried to figure out the biggest social challenges for the company and its stakeholders. The interviewed companies had similar definitions for CSR and they all considered CSR as part of the everyday work that is based on the company's mission and values. The CSR principles were also closely connected to responsibility towards society, environment, personnel and customers.

The first finding was that companies define CSR as a balance between three dimensions: economic, environmental and social responsibilities. With a CSR strategy they want to ensure that that the company's effects are positive for the company itself as well as to its surroundings. For the interviewed companies, CSR guidelines are based on the companies' values and mission, and therefore are part of every-day business operations and decisions. Figure 1 illustrates how the companies see CSR, and what it means for them strategically.



Figure 1 Categorization of CSR

Figure 1 illustrates the balance between CSR categories, and how it is derived from company's values in order to integrate it part of daily operations. Economic responsibility means that companies want to produce products and services that are both sustainable and profitable to sell. Environmentally companies want to be efficient with the resources they use, and on the other hand avoid harmful effects that their production might have towards environment. Social responsibility aspect means that they want to support the wellbeing of personnel and surrounding society by being a good corporate citizen. Sport-based CSR efforts fall into this category. Socially responsible behavior is for example enhancing health of the personnel through physical activity or enabling sport participation for children and youth. CSR is creating positive effects towards stakeholders beyond statutory requirements, and therefore the most able companies can deliver it more than others.

“CSR is companies’ responsibility about its effects towards society. At its best this means enforcing the positive effects of the company and decreasing the negative effects. It means balance between the areas of economic, environmental and social responsibility starting from the company’s mission.”

Fazer Group

It can be interpreted from the findings of this research, that while companies' quintessential task is still to fulfill their economic and legal responsibilities, they have increasingly integrated environmental and social responsibilities into their business operations. All of the companies that were interviewed did something for every aspect of CSR. However, especially social responsibility initiatives were done with different intensities and variety of ways.

All of the interviewed companies had teams or individuals that were responsible for leading their CSR strategy. The companies had personnel focusing deliberately on CSR issues from four to two hundred. However, the general way of thinking was that every employee of the company is part of the CSR work as their shared goal and that CSR aspect should be seen as part of everyday decision-making. The companies want that every employee of the company involve CSR strategy into every aspect of the business behavior and management. Therefore it can be seen that because CSR is integrated into companies' business model – companies are indeed moving from 'doing' responsible things to actually 'being' responsible.

“Enhancing responsibility at Veikkaus is on everybody’s agenda, depending on the job description and its emphasis. Veikkaus has a strategy updated during 2014 where responsibility has been integrated as part of all the functions. Our strategy’s main headline is ‘Responsible profit maker bringing joy towards every Finn’. Therefore we don’t have a separate responsibility strategy, rather we act in a way that all of our operations are responsible and reliable.”

Veikkaus Ltd

All of the companies also had somebody named as responsible of managing CSR issues. These specific individuals or teams were handling the CSR issues as a whole and controlling that the initiatives are executed and goal-oriented. CSR teams are responsible for the strategic development of the responsibility issues. Therefore they also have a big

power to decide which issues need more attention. In this sense, it would be important for the CSR teams to understand which issues are the most relevant for example in the area of social responsibility. When asked about which are the most relevant social responsibility issues for the company, some industry related issues appeared, and also common matters for all of the companies. Following things were found: working life rights, human rights in the supply chain, personnel wellbeing, treating the employees well, work safety, employee development, product safety, healthiness and wellbeing of the stakeholders.

4.2 Companies prioritize children and youth in their sport-based CSR

The second theme went deeper how companies use sport as part of their CSR strategy. In this part it was important to clarify do companies use sport-based CSR and after that find out why and how they do it. In this chapter of the study, I also tried to understand what the goals of sport-based CSR are and are there any other social problems they think that sport can tackle.

One of the most important findings of this study is that sport and physical activity are used actively in companies' CSR strategy. In the three dimensions of corporate social responsibility (economic, social, environmental), sport-based CSR is emphasized in social category. All of the interviewed companies had sport involved some way in their CSR efforts. This finding increases sport's credibility as a tool for building a better society also in Finland. According to findings, sport-based CSR offers a new kind of platform for co-operation between sport and business compared to traditional sponsorship.

It became evident through the interviews that sport-based CSR should support the company strategy as a whole and align for example with the environmental values of the company. The overall strategy creates criteria for possible partnerships and sponsorships. For example motor sports were seen as conflicting towards environmental aims, and therefore could not be seen as a potential partner. This is an important finding for sport stakeholders because they need to think better how to attract companies as partners. Sport clubs can for example have health enhancing projects or promote environmentally sustainable behavior in their

actions, and simultaneously support companies' CSR aims. This builds a more sustainable relationship between the club and the company, and it is easier to carry on the co-operation even though the on-field success would not always be that great. Based on the findings of this study, companies want to take care of the environment and people, and this is an opportunity that sport stakeholders should increasingly use when thinking of partnerships. On the other hand, this forces sport stakeholders to think about their own values. Violence, unhealthiness or inequality in the sport context is not tolerated by the supporting companies, and therefore some sport parties need to re-adjust their behavior and attitudes fundamentally.

Based on the findings of this study, sport and physical activity are not the only stakeholders reaching for support for their existence. Other socially important targets are culture, societal actions, art, science and youth work. Sport is still the biggest target for partnership and sponsorship. Among sport, it is an important finding that companies target their sport-based CSR towards grassroots sports in other words children and youth physical activity. Companies really emphasized that some of them do not want to do co-operation with elite sport that is associated with competitiveness. In sport-based CSR companies emphasize citizenship and community.

"We have defined in our sponsorship strategy that the main focus in our sport partnerships must be instead of competitive sports on so called grassroots participation. In other words our role is to be the enabler for the physical activity of the youth."

Fazer Group

Responsibility is taken into consideration also in product development: some products are designed to help people to stay healthy throughout their lives. Companies also used charitable programs related to sports, especially with children and young people.

“We have sport and physical activity related projects with local communities that are encouraging people to be active. In addition physical activity and sport are close to the company’s core business.”

Amer Sports Corporation

According to the findings of this study, companies want to be active and responsible part of the surrounding society. The central themes of partnership programs were children and family well-being, and cooperation is also used in order to create dialogue with stakeholders. Sport is then forming an interactive platform via uniting people. The main emphasis in communication is on activity and well-being. Companies have partnerships with youth football tournament, and school physical activity events. Even though the main emphasis on companies’ CSR strategy was on sport participation, some companies did use also elite sports as a way to be involved with sports. According to findings, this kind of co-operation aims influencing youth physical activity with the power of athlete role models. In this case it has to be pointed out that usually co-operation in elite sports aims at maximizing the brand visibility. Therefore the motivations behind elite level sponsoring are more marketing and promotion based.

As a result of this research, some innovative ways for sport-based CSR were identified. One of the interviewed companies had created an academy that supports children and youth through physical activity and health enhancement. The company (Valio) gives out money and product scholarships, and offers support for nutrition training and cooking for under 18-years old. The support money is mainly used for training fees, travel expenses, facility rents and buying equipment. In addition to individual athletes and teams, Valio implements event co-operation. Event co-operation can mean for example giving out Valio products to the spectators. The company uses also athletes as role models for healthy lifestyle. In the year 2014 the nationwide “athlete ambassadors” were football players Sami Hyypiä and Joel Pohjanpalo, figure skater Kiira Korpi and ice-hockey player Teemu Selänne.

Also the role of traditional sport sponsoring in business was brought up. In a pessimistic sense, traditional sponsorship is sometimes seen as just putting a logo in the shirt or a board

in the sideline. This kind of support does not bring the long-term benefits for both parties, and therefore companies have started to seek something more interactive. Compared to above-mentioned old-fashioned view, social responsibility offers a different kind of angle to combine sport and business. Companies see this opportunity as a unifying meeting point between customers and the brand, reflector of company values and enhancer of well-being. In other words it is beneficial both economically and socially. Companies also emphasized the importance of sport clubs being active themselves, finding about different possibilities for co-operation and then also communicating about to their stakeholders.

“Traditional sport marketing is not fulfilling the goals we set for sponsoring. After all sport is a natural meeting point for the brand and consumers. Physical activity suits also well in our perception about well-being: balance creates well-being.”

Fazer Group

”With the help of physical activity it is possible to lead healthier and fuller lives. The health benefits of physical exercise are commonly recognized.”

Amer Sports Corporation

One noticeable finding was that there were also efforts toward securing the integrity and honesty of sport itself. For companies whose existence is dependent on sport, it is particularly essential. Companies invest on sport’s own development work in order to help to keep the game honest and fair. For example Veikkaus has acted actively preventing deceit and criminality in sport. The newest co-operation method is with Football Player’s Association, where players are more widely introduced to application which aims to detect deceit or criminal action. Indeed match-fixing is a big problem especially internationally but has also occurred in Finland recently. This is a considerable threat towards sport, and it is rational that all the stakeholders are working against it.

What were the objectives of using sport as a tool for CSR? There were some differences how the goals of the CSR programs were defined in the companies. Some companies had

concrete goals for sport-based CSR and others considered sport program aims as part of the whole responsibility concept. The goals were related to company awareness, developing desired image and sales-related aims. There were also qualitative goals which were securing sports ethics and purity, controlling that sport projects are aligned with overall strategy, and investing more towards general physical activity instead of competitiveness.

Companies do not use quantitative goals nearly as much as qualitative goals based on the interviews. That might cause difficulties in measuring actual results in sport-based CSR. Indeed, the next step could be actually setting measurable targets for sport programs in order to track the success of the co-operation. Evaluating the number of increased sport participation, tracking results of improved health or proving numerically the effects of work against exclusion can form concrete data that could justify more long term projects. Therefore, companies can improve in setting their goals for sport-based CSR, and that way make it more systematic and consistent. One good example about clear and measurable objective already existed in one of the interviewed companies.

”In a nationwide co-operation with Finnish Football Association, there is a goal to support in building one hundred multi-purpose sports facilities in the yards of elementary schools.”

Corporate Responsibility director, S Group

Based on the findings of this study, alongside public and third sector, also companies want to play a role in building a more equal and active society. They see that sport can help to prevent obesity, inequality and exclusion of young people. Also, sport might have the possibility to influence those that gaming is starting to be a problem. Figure 2 illustrates the findings described earlier in this chapter. The figure is based on Smith and Westerbeek’s (2007) model, and it demonstrates the prevailing context of sport-based CSR in the interviewed companies.

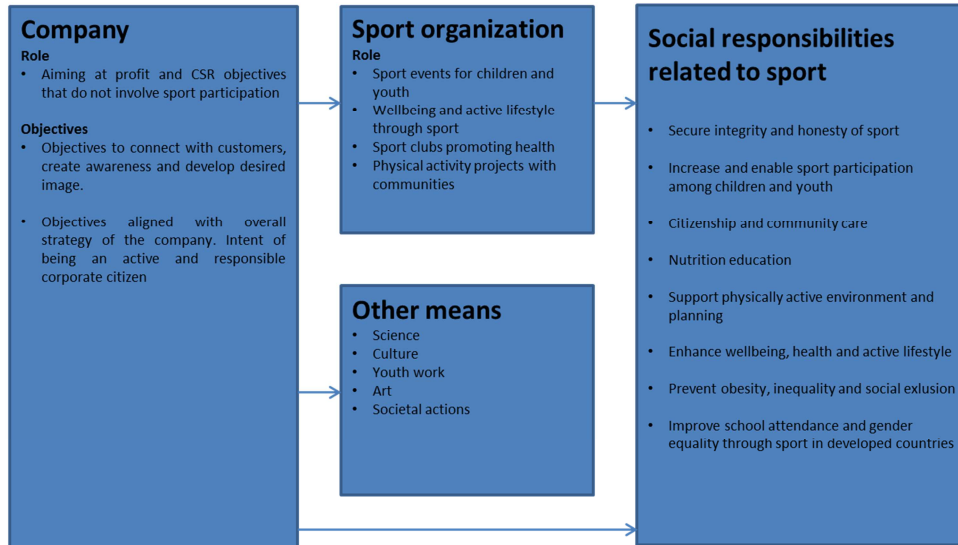


Figure 2 Companies' sport-based CSR context (adapted from Smith & Westerbeek, 2007)

4.3 Companies use partnership and sponsorship as their sport-based CSR tools

The literature review raised clearly a few dominant tools of doing sport-based CSR. In this theme the goal was to understand are the companies using these tools, and are they also reporting about sport-based CSR externally. The companies were asked whether they use partnership, sponsorship or cause-related marketing as a tool for their sport-based CSR. Also it was important to find out how comprehensively sport-based CSR strategy and implementation are communicated. In general, companies reported widely about their sport-based CSR efforts. Multiple communication channels were used (Figure 3): web-page, press releases, advertisement, social media and CSR reports. CSR reports were also shown in their web site.

“We report about sport-based CSR in an annual report, website, social media such as Facebook, Twitter and Instagram, and hundreds of press releases nationwide and locally yearly.”

Veikkaus Ltd



Figure 3 Companies’ sport-based CSR communication

As mentioned in the previous chapter, the link between sport and business through CSR in Finland is evident based on this study. What are the practical terms in implementing that relationship? Two prevalent tools were found: partnership and sponsorship. Figure 4 illustrates the implementation in practice of sponsorship and partnership, and shows the main stakeholders and objectives of each tool.

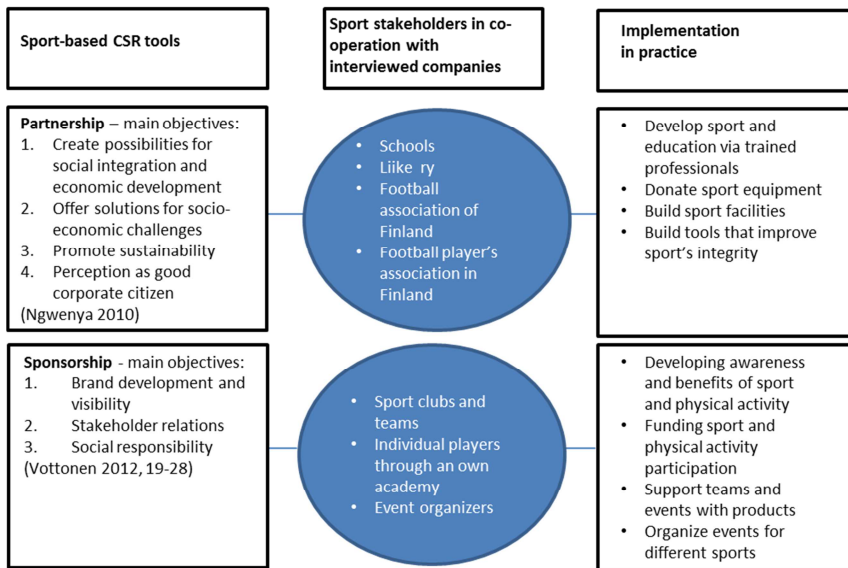


Figure 4 Sport-based CSR tools used by the companies

It is important to point out that companies do not consider their CSR efforts as purely donations but indeed seek to add value for all of the stakeholders involved by planning, implementing and evaluating the projects carefully.

”S Groups regional co-ops support local sport clubs to enhance the physical activity of mainly children and youth by doing co-operation in their region. As a nationwide so-operation we support together with Finnish Football Association building multi-purpose sport facilities called Ässäkenttä in the yards of elementary schools.”

S Group

For example Amer Sports Corporation cooperates with Finnish non-governmental organization Liike ry in order to increase school attendance through sports. The aim of the partnership is to develop primary education, gender equality, health, school attendance and increased opportunities for secondary education in Tanzania through sports. The cooperation is aiming to develop sports and education in Tanzania. Over the past five years, Amer Sports has donated sport equipment to Tanzanian schools, which have been used by 500,000 children under the supervision of more than 10,000 Liike ry trained teachers.

The companies also organized events in co-operation either with a sport club or an event organizer. Events include single happenings and also nationwide tours related to a certain sport. Then there are foundations created for young people that enable young players to be more involved in their community and be active. Programs like these aim to support an active lifestyle among children and youth, and it is the task of organizing parties (company, sport party) to make sure that the resources are directed towards the right things while implementing the event. Sometimes for example the monetary investment might be used to support some other functions of the club rather than the event itself that the money was received for. Clubs might have interests in competitive sport when the support was actually given towards enhancing participation numbers. In order to reach transparency in

organizing these events, there has to be constant communication and evaluation between the sport party and the company.

4.4 Companies prepare sport-based CSR threats with risk management policies

The critical point of view was taken into consideration along the whole way of this research, and it was important to understand whether companies had experienced or had thoughts of negative aspects of sport-based CSR. It is relevant to realize that sport has some inherent good qualities but also that it contains threats that cannot be ignored. According to the interviews, so far companies have only a few negative experiences about sport-based CSR, even though one company did mention about a realization of risks. This finding is surprising since sport has lately shown its dark side also in Finland. Violent behavior in ice-hockey, doping cases in skiing, match-fixing issues in Finnish baseball and football, and the concern of rising economical costs in children and youth sport are some negative examples around sport in Finland. One would think that these issues related closely on sport's image would worry the companies in their decision-making. Some companies did mention that they are aware of the risks associated to sports, and admit that when sport's integrity is at risk, it is also damaging for the business. On the other hand companies did justify their stand by saying that they are more focusing their efforts towards children and youth physical activity where the negative effects of competitive sports are not present.

“We have talked about the risks of sport-based CSR. Sport's integrity is a risk to both sport itself and thereby also to Veikkaus' business.”

Veikkaus Ltd

“In S Group supporting sport is targeted mainly towards children and youth physical activity enhancement instead of elite sports. Therefore the image impacts are very positive.”

S Group

Another possible negative association occurs when the motives of the CSR project are questioned. That is why companies' motives have to be sincere, and deliver the promises that they give. Consumer must immediately understand why the company is involved with a CSR project for example in a factory location. It is then crucial for the success of CSR efforts that the motives are communicated correctly. Otherwise the risk of the company being perceived as a whitewasher is big.

The perception of the interviewees then was that there have not yet been many negative things around sport-based CSR for the companies. However, it was important to find out whether companies have still prepared themselves for unwanted outcomes. For the possible negative issues, companies would apply their general risk management policy. Based on the findings of this study, all of the companies have some kind of plans in case something negative would happen. Mostly the procedures are following the basic crisis management guideline of the company.

“The policy for negative issues is part of crisis management process and it is planned.”

Fazer Group

Companies also prepare for possible challenges with risk surveys. They are then trying to predict possible harmful scenarios and take those matters into consideration in their decision-making. Another way to protect themselves from negative effects is agreeing on penalties in the co-operation contract between the company and the sport partner. Some cases might demand even reporting to police if there is evidence about criminality or violation towards sport's integrity.

It is good that companies have prepared themselves with certain procedures for the threats that sport-based CSR might cause. On the other hand, as a researcher, I would have expected more debate about the dangerous sides of sport. For example the economic difficulties that sport clubs face even in the grassroots level is a considerable socio-economic threat. The increase in costs can be explained partly because of the growing

emphasis on competition even in children and youth sports. Also there have been some worrying incidents of violent behavior between junior players in some sports. All in all it is important to be aware of the whole image of sport, because through the mass media the attitudes and beliefs from elite sport are also influencing on the participants in children and youth level.

5 CONCLUSIONS AND SUGGESTIONS FOR THE COMPANIES

In the conclusions part of the study, I will conclude the research by discussing and comparing relevant themes both from the literature review of the topic and from findings of the empirical research. In the first subchapter, I will propose ways for companies to implement their sport-based CSR strategy. Lastly, I will suggest topics for further research and evaluate the study as a whole.

In this study, the contemporary business ethics topic corporate social responsibility through sport has been examined. Furthermore the study has explored sport's role in companies' CSR strategies and the decision-making processes in the company which lay in the background. A qualitative study was conducted via structured e-mail interviews to selected Finnish companies through predetermined criteria.

The main research question of this study was what is the role of sport in Finnish companies' CSR strategy? The findings of the study show that sport plays a relevant role in companies' CSR strategy. CSR issues categorized to economic, environmental and social responsibility dimensions are seen as part of everyday business decisions in Finnish companies. They are built in as part of company values and therefore have to be taken into consideration by every individual in the company. In other words, CSR is integrated into companies' business model – companies are then moving from 'doing' responsible things to 'being' responsible. As Walker & Kent (2009) suggest, many organizations have started to integrate CSR into their business operations during the last decade. According to Hemsley (2009, 26-49) nearly 80 percent of the largest 250 corporations in the world at the time published CSR reports in 2009. The interviews of this study support this trend, as all of the interviewed companies had a long-term plan for CSR issues. Not only companies have a CSR strategy, but according to interviews, they have also integrated CSR into their everyday business operations. All in all, companies mostly follow George's (2009, 119-131) identification of the key drivers for CSR. First of all, a role is played by the core value systems by which the company feels responsible not only for wealth creation but also for social and

environmental good. Secondly, CSR is seen as the key to strategic development of a company. However, companies did not bring up the third point by George (2009, 119-131) that was public pressure from consumers, media, government, public bodies, demanding companies to be more socially responsible. Maybe this is something that companies do not even want to admit.

Based on the findings of this study, Finnish companies define CSR similarly as in the literature review. According to Ratten (2010), social responsibility is a moral value and it is important for organizations to be involved in it as part of their decision-making processes. Indeed, companies also in Finland have started to take responsibility and adopt stakeholder thinking as part of their decision-making processes. For companies CSR meant enforcing the positive effects of the company and decreasing the negative effects. Companies, thus, defined CSR similarly as Mohr, Webb and Harris (2001), who stated CSR being as “company’s commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society”. Another prevalent view according to interviews was the right balance between economic, environmental and social responsibilities which goes close to Harvard (2013) definition: CSR goes beyond philanthropy, addressing how companies manage their economic, social, and environmental impacts. These three dimensions also came across strongly from the literature review when defining CSR.

Depending where the company operates, different social issues are more concurrent than others. The challenges are different in the developed countries than they are in for example Finland. However, we are living in an interdependent global environment, and therefore social issues are increasingly shared across the world. Still, there is no question that the company should not adjust its CSR efforts differently depending on the economic, cultural, environmental and political context. The health effects of physical activity are referred in the literature review of this study, and companies had similar kind of thoughts about the benefits to wellbeing and active lifestyle. Main ideas were sport’s ability to enhance physical, mental and social wellbeing. Majority of the companies had chosen children and youth as the main target group. Expanding sport-based CSR towards target groups such as pensioners, immigrants or working people might create new possibilities for the

interception between business and sport. Increasing the beneficiaries of sport-related CSR could ideally benefit the whole surrounding society and tackle many social issues.

The findings suggest that companies prioritize their sport-based CSR towards children and youth physical activity in various ways. The main tools for sport-based CSR are sponsorship and partnership. The CSR efforts are communicated in multiple channels. All of the interviewed companies used sport and physical activity as part of their CSR strategy. The main goal was to promote active life style, enable young people to do more physical activity and encourage people to make healthier choices in their lives. Companies were also part of sport events and built facilities enabling equal possibilities for everybody to participate. Promoting physical activity towards children and youth were clearly a visible trend based on the findings of the study. For the most part, companies did not see elite sports as an attractive option for sport-based CSR. However, there were also some exceptions on this when using professional athletes as ambassadors for enhancing physical activity. As a whole, sport was seen as a good way to create well-being, support children and youth's physical activity and act as a unifying point between people and the brand. Based on the literature review, sport brings community closer together, and improves physical and mental health of individuals via exercise and social integration (Levermore 2010) Theory also talks about sport having an influencing effect, and seeing elite athletes as role models attracting especially young people. As empirical evidence showed, companies have showed that they want to be part of sport-related projects. Indeed, in order to use the potential of sport to organize high quality physical education and increase participation, sport clubs need support from partners. (Smith & Westerbeek 2007)

According to the primary and secondary data of the empirical study, companies have adopted varying practical ways in order to implement their sport-based CSR efforts. By combining these actions by different companies, it gives a wide portfolio of different practical tools. Best-practice examples based on empirical study were multi-purpose sport facilities for children and youth, partnership decisions aligned with environmental values, academy scholarships for physical activity, sport events hosted by the company, product giveaways for those in need, mobile phone application to prevent sport deceit and

criminality, and using elite athletes as role models to encourage physical activity. Through monetary support companies agree with Ngwenya (2010) who states that companies can offer contribution for socio-economic challenges such as unequal access to exercise. However, there were some important themes that came up in the literature review but were not brought up by the companies. Smith and Westerbeek (2007) talk about sport's communication power and understanding cultural diversities through sport. Toepfer (2003) and Holt (1995) talk about education through sport, and even though companies had individual projects related to this, there was no long-term educational plan for example developing life skills through sport (Right to Play 2014). Neither there was no mentioning about sport fostering partnerships among parties that would not normally do co-operation (Sparver & Chalip 2007).

Companies used mainly partnership and sponsorship as sport-based CSR tools, while cause-related marketing was not used. Sponsorship with a social element was used to support mostly sport teams and physical activity related projects. It was mentioned in the literature (Vuokko 2004; Wilson 2011) that sponsorship with social element offers a new kind of angle for sport marketing. This was also noticed by one of the interviewees who said that the traditional sport marketing does not work anymore. However, cause-related marketing was not used as a tool among interviewed companies. This is aligned with theory when McGlone and Martin (2006) stated that cause-related marketing is not particularly established in the world of sport marketing yet. However, the sustainability point of view and increasing awareness of social issues can make cause-related marketing a relevant tool for companies in implementing sport-based CSR. Consumers may be more ready to bear higher prices because of the responsibility point of view. (Godfrey 2009)

Surprisingly, companies have not set measurable and quantitative goals towards their sport-based CSR actions. These measures could involve for example how much money can be raised for the cause (Right to Play 2014), how many participants the sport program can attract, and in how many countries the sport-related action happens (Molnar et al. 2012). As an exception for this lack of quantitative goals, S Group had launched a clear goal in building one hundred multi-purpose sports facilities in a certain time period. However,

companies did set qualitative goals for themselves. They wanted the sport-related projects to support the CSR strategy as a whole and also guide their actions towards physical activity rather than competitive sports. Also it was important to protect the integrity and purity of sport itself. In other words, companies have made choices in order to support their qualitative goals in sport-based CSR.

Based on the primary and secondary data, companies actively communicate about their sport-based CSR efforts. For communication they use web-pages, press releases, advertisement, social media and CSR reports. This supports the theory that using sport as a facilitator, companies can spread their social message to wider and already engaged audiences (Smith & Westerbeek 2007). Companies also agree with Hemsley (2009, 26-49) who suggest that sport property is considered as an effective communication tool, because whether a participant or spectator, people engaging intensively to sport are influenced by active lifestyle and health.

According to the interviews, there was little notion of negative things related to sport-based CSR. The interviewees stated that since the actions are related to children and youth physical activity and not so much competitive sport, the image effects are positive. That is coherent with theory as well, because many of the threats and risks of sport-based CSR are related to top and competitive sport. Levermore (2010) brings up violence, corruption, discrimination, hooliganism, nationalism, doping, cheating, corruption and fraud. However, the problems in sport effect on every level of participation and for example winning at any price-mentality can be seen as attitudes also in the grassroots level. Violent behavior in some sports has also influenced junior sports, and it is truly a problem in some cases. That is why I would have expected more speculation on the negative sides of sport, and recognition that also sport has its dark sides. Glorifying sport too much limits its power as a tool. False expectations also set sport into a vulnerable position because the strengths and weaknesses of sport as a tool for CSR are not realized accordingly.

One of the interviewees did mention about the risks of doing CSR for wrong motives. That was mentioned by Godfrey (2009) who questioned some CSR actions only as boosting

reputation and taking criticism away from the negative sides of the business. Also according to Hemsley (2009, 26-49), any evidence of a company being involved in a social project for the wrong reasons will attract hard criticism among stakeholders. According to the interviews, companies are careful that CSR actions are related to the mission and core business of the company. In that case they secure themselves of having CSR actions that would be disconnected and fragmented from the strategy and business (Porter & Kramer, 2006) One risk that companies should notice is the accountability of CSR-related projects. According to Levermore (2010) projects can fail to reach goals and not be transparent enough, and companies should take that into consideration when deciding which projects to invest on.

In order to avoid negative issues in sport-related co-operation, Godfrey (2009) proposes setting rules for transparent, fair and honest operation. The expectations towards teams and individual athlete's conduct should be clarified clearly. It is important also for co-operating companies to think how the different stakeholders of sport - athletes, coaches, teams, leagues, or governing bodies - create and follow rules about important topics. Those areas include fair play, gambling, diversity and even fan behavior. (Godfrey 2009) According to Hemsley (2009, 26-49), part of the whole responsibility way of thinking is looking after retired professionals who after finishing their career might need some help to start the new phase in their lives. Equally that applies to teams; companies have to consider how teams and sport projects will manage when they for example take their support money away or some other changes occur. According to the findings of this study, most companies did not have a specific plan for negative issues around sport-related matters, but mainly followed the guidelines of the whole company's risk management policies.

Finally, sport-based CSR efforts attract and engage companies' stakeholders. According to this study, sport and physical activity have a considerable role in companies' CSR strategy. The costs of inactivity, unhealthy lifestyle and exclusion of young people are a wide concern, and companies want to take part in tackling these problems. The empirical evidence shows that there are companies in Finland that have found sport as a tool to promote healthy and active life style.

5.1 Suggestions for the companies

There are some managerial implications that can be introduced as a result of this research. If a company is not yet implementing sport-based CSR, there are many best-practice examples in the conclusions chapter of this study where one can look for benchmark. Companies can use these suggestions if they are convinced of the role of sport in their CSR strategy is relevant or even growing. Based on this research, being sustainable and responsible is an essential part of business development and future vision.

Companies have started to think of the well-being of their stakeholders, and sport plays a role in this work. However, some issues are not addressed enough even by the companies who already implement sport-based CSR in Finland. According to the interviews, there was not a lot action put towards social integration of immigrants. Taking into consideration our continually more diverse society, sport could perform as a “common language” for people moving to Finland from abroad. This kind of integrative model through sport could be applied in other countries as well, and would most likely bring same kind of benefits as investing towards for example youth physical activity.

Another aspect that came up in the literature review, but was not used actively by the companies, was educational long-term projects through sport. There are plenty of good examples where sport can play a role in individual development, enhancing school attendances and active lifestyle. Companies could therefore be more involved with programs that aim to educate about the importance of for example balanced nutrition and exercise. This can be done for example creating learning material or hiring professionals as coaches for life skills. In this work, companies could help the future of a retired athlete by hiring them as coaches and role models for children to these programs.

Nowadays doing grassroots sports in Finland is increasingly expensive. Some children are already being left out of club activities because the hobby is too expensive. This is an alarming situation, and forms a big societal problem through inequality and exclusion.

Combining sport and CSR offers solutions for this issue and companies should see this as an opportunity to influence positively on its surroundings.

Finally, based on the empirical findings of this study, companies should give more attention to negative or challenging issues that might appear in the sport-based CSR work. Even though the companies might not be dealing with the issues on competitive sports, they should still have more clear opinion what happens if there is bad conduct of sport teams, if violent or 'winning at any price' attitudes become stronger, or if the bureaucracy of the sport institution is too heavy. The transparency in agreements and common goals should be clear and measurable in any case. Another challenge is when the co-operation ends. The sport stakeholder might be dependent on the company's support, and finishing the co-operation might jeopardize athlete's career or club's future. Also in this case constant communication and interaction helps to plan changes ahead.

It is hoped that through the findings of this study, sport and companies will find tangible, visible and measurable ways for co-operation in the area of corporate social responsibility. These will then help justify the strategic role of sports, and offer also companies a new opportunity for their CSR actions. This is an important area of managerial implications particularly in Finland, where strategic sport management is still in its infancy, and new ways for co-operation are longed-for. Finally, figure 5 illustrates the opportunities that companies and sport have around sport-based CSR. The special needs of different target groups should be taken into consideration when expanding the efforts from children and youth towards new target groups. This figure is formed based on the literature review and the findings of the study, and demonstrates the ideal process how both sport and business can maximize their input in co-operation.

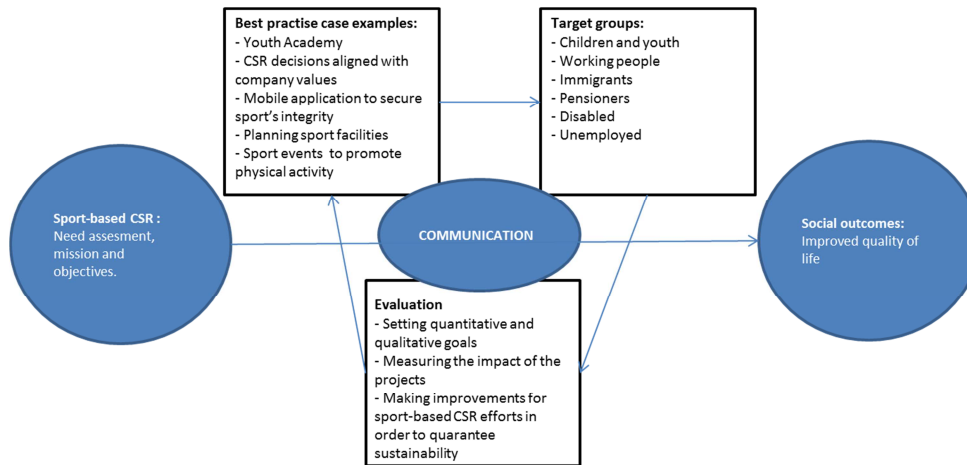


Figure 5 Using sport as a tool for companies' CSR strategy

5.2 Evaluation of the study and further research

Conducting this research has certainly been a rewarding learning process. There winded up being many angles on to this topic that I had not grasped in my earlier studies related to sport and business. Because of this master's thesis, I have gained a larger perspective about corporate responsibility issues and sport's role in the society, than I would otherwise have formed. When thinking about the research approach of this study, I think the qualitative method was the proper choice. I thought a lot about how to implement the interviews. Face-to-face interviews at first seemed workable because it would have given me to chance to meet the interviewees in person, go deeper with clarifying questions and really try to figure out the motives behind the decision-making. In the end, I chose to conduct an e-mail interview. It was because the topic of CSR and sport is relatively new and complex, so I wanted to give time to write down the comprehensive answers. Something could have been forgotten in the face-to-face interviews and it was essential for this study to gain a holistic view of each company's sport-based CSR strategy.

Another big choice was that I chose to interview companies that are already doing sport-based CSR. It would have also been useful to find out why some companies are not doing sport-based CSR at all. Furthermore, it would have been interesting to include companies whose core-business is not considered too responsible, for example fast food chains,

alcohol companies or energy drink businesses. This aspect was left out from this study, and could have brought more perspective and critical aspect to this research. I believe the findings would have been a little different, and there could have been more discussion about the ethics of businesses. In this study, I decided to concentrate on best-practice examples of companies that have been awarded for being responsible. I wanted to find out what is sport's role in companies that are considered responsible. That way it gives more suggestions for sport stakeholders to adapt CSR in their actions, and for other companies to possibly benchmark the findings. In order to complement this study, future research should concentrate on measuring the impact of companies' sport-based CSR actions and following how they have developed over the years.

Another important area of future research would be to make a quantitative study of several Finnish companies in order to realize the scale of this phenomenon. Since the topic of sport-based CSR is current, it needs more attention by the scholars. Overall it is a fertile area of research because as this study proves, the area of responsibility in sports is growing, and therefore is worth studying more.

REFERENCES

- Alasuutari, P. (1999) *Laadullinen tutkimus*. Gummerus: Jyväskylä.
- Anghel, L., Grigore, G. F., Roşca M. (2011) Cause-Related Marketing: Part of Corporate Social Responsibility and Its Influence upon Consumers' Attitude. *The Amfiteatru Economic Journal*, 13(29), 72-85
- Athanasopoulou, P., Douvis, J., Kyriakis, V. (2011) Corporate social responsibility (CSR) in sports: antecedents and consequences. *African Journal of Hospitality, Tourism and Leisure*, 1(4), 1-11.
- Bansal, P., Corley, K. (2012) Publishing in AMJ - Part 7: What's different about qualitative research? *Academy of Management Journal*, 55(3), 509-513.
- Barone, M. J., Norman, A. T., Miyazaki, A. D. (2007) Consumer response to retailer use of cause-related marketing: Is more fit better? *Journal of Retailing*, 83(4), 437-45.
- Berger, A. A. (2000) *Semiotic analysis: Media and communication research methods*. Sage Publications: Thousand Oaks, California.
- Blackburn, D. (1994) Investigating the dimensions of social responsibility and the consequences for corporate financial performance. *Journal of Managerial Issues*, 6(2), 195-218.
- Bradish, C., Cronin, J. J. (2009) Corporate Social Responsibility in Sport. *Journal of Sport Management*, 23(6), 691-697.
- Bryman, A., Burgess R. (1994) *Analyzing Qualitative Data*. Routledge: London.
- Bryman, A. (2001) *Social Research Methods*. Oxford University Press: Oxford.
- Brønn, P. S., Vrioni A. B. (2001) Corporate social responsibility and cause-related marketing: an overview. *International Journal of Advertising*, 20(2), 207–222.
- Carroll, A. B. (1979) A three dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497-505.
- Chandler, A. (1962) *Strategy and Structure: Chapters in the history of industrial enterprise*. Doubleday: New York.
- Cone, C. L., Feldman, M. A., DaSilva, A. T. (2003) Causes and effects. *Harvard Business Review*, 81(7), 95–101.
- Creswell, J. W. (1998) *Qualitative inquiry and research design: Choosing among five traditions*. Sage Publications: Thousand Oaks, California.

- Dachler, H. P. (2000). Taking qualitative methods a (radical) step forward? *European Journal of Work and Organisational Psychology*, 9(4), 575-583.
- Davies, R. (2002) 'Sport, Citizenship and Development: Challenges and Opportunities for Sports Sponsors'. World Sports Forum: Lausanne, 23 September 2002.
- Daymon, C., Holloway, I. (2002) *Qualitative research methods in public relations and marketing communications*. Routledge: London.
- Dean, D. H. (2003) Associating the cooperation with a charitable even through sponsorship: Measuring the effects on corporate-community relations. *Journal of Advertising*, 31(4), 77-88.
- Denzin, N. K. and Lincoln, Y. S. (2000) *Handbook of Qualitative Research*, 2nd edition. Sage Publications: Thousand Oaks, California.
- Ellen, P. S., Mohr, L. A., Webb, D. J. (2000) Charitable programs and the retailer: Do they mix? *Journal of Retailing*, 76(3), 393-406.
- File, K. M., Prince, R. A. (1998) Cause-related marketing and corporate philanthropy in the privately held enterprise. *Journal of Business Ethics*. 17(14), 1529-1539.
- Filizöz, B. and Fisne, M. (2011) Corporate Social Responsibility: A Study of Striking Corporate Social Responsibility Practices in Sport Management. *7th International Strategic Management Conference Procedia Social and Behavioral Sciences*, 24(1), 1405-1417.
- Fombrun, C. J., Shanley, M. (1990) 'What is in a name? Reputation building and corporate strategy'. *Academy of Management Journal*, 33(2), 233-259.
- Geoffrey P. L., (2001) The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*, 18(7), 595-632.
- George, F. P. (2009) Corporate Social Responsibility – A Strategic Imperative for Sustainable Growth. *School of Communication and Management Studies*.
- Giorgi, A. (1997) The Theory, Practice, and Evaluation of the Phenomenological Method as a Qualitative Research Procedure. *Journal of Phenomenological Psychology*, 28(2), 235-260.
- Given, L. M. (2008) *The Sage encyclopedia of qualitative research methods*. Sage Publications: Los Angeles, California.
- Glaser, B. G., Strauss, A. L. (1967) *The discovery of grounded theory: Strategies for qualitative research*. Aldine de Gruyter: New York.
- Godfrey, P. C. (2009) Corporate Social Responsibility in Sport: An Overview and Key

- Issues, Brigham Young University. *Journal of Sport Management*, 23(6), 698-716.
- Godfrey, P. C., Merrill, C.B., Hansen, J.M. (2009) The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis. *Strategic Management Journal*. 30(4), 425–445.
- Hemsley, S. (2009) *Corporate Social Responsibility and Sports Sponsorship: How Sport Helps Business Fulfill CSR Obligations*. International Marketing Reports Ltd.
- Hirschman, E. (1986) Humanistic inquiry in marketing research: philosophy, method, and criteria. *Journal of Marketing Research*. 23(3), 237-249.
- Hirsjärvi, S., Remes, P., Sajavaara P. (2009) *Tutki ja kirjoita*. Kariston kirjapaino Oy: Hämeenlinna.
- Holme, R., Watts, P. (2000) *Corporate Social Responsibility: Making Good Business Sense*. World Business Council for Sustainable Development: Conches-Geneva, Switzerland. Retrieved October 26, 2014 from: <http://www.wbcsd.org/web/publications/csr2000.pdf>
- Holt, D. B. (1995) How consumers consume: A typology of consumption practices. *Journal of Consumer Research*, 22(1), 1-16.
- Hsieh, H. F., Shannon, S. E. (2005) Three approaches to qualitative content analysis. *Qualitative Health Research*, 15(9), 1277–1288.
- Irwin, R. L., Asimakopoulos, M. K. (1992) An approach to the evaluation and selection of sport sponsorship proposals. *Sport Marketing Quarterly*, 1(2), 43-51.
- Itkonen, H., Ilmanen, K., Matilainen, P. (2009) Sponsorship in the Finnish sports culture. *European Journal for Sport and Society*, 6(1), 7-18.
- Kim, K. T., Kwak D. H., Kim, Y. K. (2010) The impact of cause-related marketing (CRM) in spectator sport. *Journal of management & organization*, 16(4), 515-527.
- Kvale, S. (1996) *Interviews: An introduction to qualitative research interviewing*. Sage Publications: Thousand Oaks.
- Leininger, M. (1994) *Evaluation criteria and critique of qualitative studies. Critical issues in qualitative research methods*. Sage Publications: Newbury Park.
- Levermore, R. (2010) CSR for Development Through Sport: examining its potential and limitations. *Third World Quarterly*, 31(2), 223–241.
- McGlone, C., Martin, N. (2006) Nike’s Corporate Interest Lives Strong: A Case of Cause-Related Marketing and Leveraging. *Sport Marketing Quarterly*, 15(3), 184-188.
- Miles, M. B., Huberman, A. M. (1994) *Qualitative data analysis*. Sage Publications:

Thousand Oaks.

- Milton-Smith, J. (2002) 'Business Ethics in Australia and New Zealand'. *Journal of Business Ethics*, 35(2), 131-42.
- Mohr, L. A., Eroglu, D. Ellen, S. P. (1998) 'The development and testing of a measure of skepticism toward environment claims in the marketers' communications'. *The Journal of Consumers Affairs*, 32(1), 30-55.
- Mohr, L. A., Webb, D. J., Harris, K. E. (2001) Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *The Journal of Consumer Affairs*, 35(1), 45-72.
- Molnar, G., Rathonyi-Odor, K. & Borbely, A. Responsible behaviour or business? Social responsibility (CSR) in Sport management. Agroiinform Publishing House: Budapest. Retrieved October 19, 2014 from: http://ageconsearch.umn.edu/bitstream/152230/2/15_Molnar.pdf
- Ngwenya, Z. Z. (2010) The value drivers of investing in sport-based corporate social responsibility initiatives. Gordon Institute of Business Science: University of Pretoria, South Africa. Retrieved September 26, 2014 from: <http://repository.up.ac.za/bitstream/handle/2263/25617/dissertation.pdf?sequence=1>
- Paine, L. S. (2003) *Value shift: Why companies must merge social and financial imperatives to achieve superior performance*. McGraw-Hill: New York.
- Patton, M. Q. (1990) *Qualitative evaluation and research methods, 2nd edition*. Sage: Newbury Park, California.
- Pleva, C., Quester, P. G. (2011) Sponsorship and CSR: is there a link? A conceptual framework. *International Journal of Sports Marketing & Sponsorship*, 12(4), 301-317.
- Polkinghorne, D. E (2005) Language and Meaning: Data Collection in Qualitative Research. *Journal of Counseling Psychology*, 52(2), 137-145.
- Polonsky, M. J., Speed, R. (2001) Linking sponsorship and cause related marketing. *European Journal of Marketing*, 35(11/12), 1361-1385.
- Pratt, M. G. (2009) For the lack of a boilerplate: Tips on writing up (and reviewing) qualitative research. *Academy of Management Journal*, 52(5), 856-862.
- Ratten, V. (2010) The future of sports management: A social responsibility, philanthropy and entrepreneurship perspective. *Journal of Management & Organization*, 16(4), 488-494.
- Ritchie, J. (2003) *Qualitative research practice: A Guide for Social Science Students and Researchers*. Sage Publications London: Thousand Oaks, New Delhi.

- Smith, A., Westerbeek, H. (2007) Sport as a Vehicle for Deploying Corporate Social Responsibility. *Journal of Corporate Citizenship*, 25(1), 43-54.
- Snape D., Spencer L. (2003) *The Foundations of Qualitative Research*. Sage Publications London: Thousand Oaks, New Delhi.
- Sparvero, E., Chalip, L. (2007) Professional teams as leverageable assets: strategic creation of community value. *Sport Management Review*, 10(1), 1-30.
- Steckstor, D. (2011) *The Effects of Cause-Related Marketing on Customers' Attitudes and Buying Behavior*. Deutsche Nationalbibliothek: Dissertation Technische Universität München.
- Stemler, S., Bebell, D. (1998) *An Empirical Approach to Understanding and Analyzing the Mission Statements of Selected Educational Institutions*. Paper presented at the annual meeting of the New England Educational Research Organization: Portsmouth, New Hampshire. ERIC Doc No. 442 202.
- Strauss, A., Corbin, J. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Newbury Park, CA: Sage Publications, Inc.
- Subhabrata, B. (2007) *Corporate social responsibility - The Good, the Bad and the Ugly*. Edward Elgar Publishing Limited: Northampton, MA.
- Szwajkowski, E., Figlewicz, R. E. (1999) Evaluating corporate performance: A comparison of the Fortune reputation survey and the Socrates social rating database. *Journal of Managerial Issues*, 11(2), 37-54.
- Toepfer, K. (2003) Sport and sustainable development. Presentation for the 5th World Conference on Sport and Environment, Turin, Italy 2nd of December 2003. Retrieved September 12, 2014 from: <http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=364&ArticleID=4316&l=en>
- Varadarajan, P. R., Menon, A. (1988) Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, 52(3), 58-74.
- Vasilescu, R., Barna, C., Epure, M., Baicu, C. (2010): Developing university social responsibility: A model for the challenges of the new civil society. *Procedia Social and Behavioral Sciences*, 2(2), 4177–4182.
- Vottonen, J. (2012) *Motives, goals and value of sponsorship – Value-based selling as part of non-profit organizations' sponsorship selling*. Aalto University School of Business, Helsinki.
- Vuokko, P. (2004) *Nonprofit-organisaatioiden markkinointi*. Porvoo: WS Bookwell Oy.

- Walker, M., Kent, A. (2009) Do Fans Care? Assessing the Influence of Corporate Social Responsibility on Consumer Attitudes in the Sport Industry. *Journal of Sport Management*, 23(6), 743-769.
- Walters, G., Tacon, R. (2010) Corporate social responsibility in sport: stakeholder management in the UK football industry. *Journal of Management & Organization*, 16(4), 566-586.
- WBCSD (World Business Council for Sustainable Development) (2002): *Corporate Social Responsibility: The WBCSD's Journey*. World Business Council for Sustainable Development: Conches-Geneva, Switzerland.
- Webb, J. D., Mohr, L. A. (1998) 'A typology of customers' responses to cause-related marketing: from skeptics to socially concerned.' *Journal of Public Policy and Marketing*, 17(2), 226-239.
- Weiser, J., Zadek, S. (2000) *Conversations with Disbelievers: Persuading Companies to Address Social Challenges*. New York: The Ford Foundation.
- White, S., Duda J., Keller M. (1998) The Relationship between Goal Orientation and Perceived Purposes of Sport among Youth Sport Participants. *Journal of Sport Behavior*, 21(4), 474-84.
- WHO (World Health Organization) (2003) *Health and Development through Physical Activity and Sport*. Geneva: WHO.
- Wood, D. (1991) Corporate social performance revisited. *Academy of Management Review*, 16(4), 691-718.
- Woolf, J. (2008) Competitive advantage in the health and fitness industry: Developing service bundles. *Sport management review*, 11(1), 51-75.

E-mails

- Amer Sports Corporation (2014) E-mail interview. The e-mail questionnaire received at 8.12.2014.
- Fazer Group (2014) E-mail interview. The e-mail questionnaire received at 27.11.2014.
- S Group (2014) E-mail interview. The e-mail questionnaire received at 2.12.2014.
- Valio Ltd (2014) E-mail interview. The e-mail questionnaire received at 16.12.2014.
- Veikkaus Ltd (2015) E-mail interview. The e-mail questionnaire received at 22.1.2015.

Internet pages

- Amer Sports (2014) Retrieved from <http://www.amersports.com/responsibility/social> (9.12.2014)
- Association of Finnish Advertisers (2014) Retrieved from http://www.mainostajat.fi/mliitto/sivut/Sponsorointibarometri_2014.html (18.9.2014)
- Beyond Sport (2014) Retrieved from <http://www.beyondsport.org/articles/beyond-sport-awards-2014-shortlist/> (18.9.2014)
- FIBS (2014) Retrieved from [http://www.fibsry.fi/fi/ Corporate Responsibility Network](http://www.fibsry.fi/fi/Corporate%20Responsibility%20Network) FIBS (12.9.2014)
- Hokkanen, M. (2011) Retrieved from <http://www.ksml.fi/urheilu/uutiset/jjk-pokkasi-vuoden-markkinointiteko-palkinnon/840711> (12.9.2014)
- International Olympic Committee (2007) Retrieved from August http://www.olympic.org/uk/organisation/movement/index_uk.asp (20.9.2014)
- JJK (2014) Retrieved from <http://www.jjk.fi/seura/yhteiskuntavastuu/> (12.9.2014)
- Markkinointi & Mainonta (2014) Retrieved from <http://www.marmai.fi/uutiset/supercell+luistele+auttamaan+lapsia++yhteistyossa+mukana+jaakiekkolegendoja/a2281428> (10.12.2014)
- Porter, M. E. & Kramer, M. R. (2006) Retrieved from <http://hbr.org/2006/12/strategy-and-society-the-link-between-competitive-advantage-and-corporate-social-responsibility> (15.10.2014)
- Porter, M. E. & Kramer, M. R. (2011) Retrieved from <http://hbr.org/2011/01/the-big-idea-creating-shared-value> (15.10.2014)
- Right To Play (2014) Retrieved from <http://www.righttoplay.com/Pages/default.aspx> (10.9.2014)
- TNS Gallup (2014) Retrieved from <http://www.tns-gallup.fi/uutiset.php?aid=15072&k=14320> (10.11.2014)
- United Nations Industrial Development Organization UNIDO (2014) Retrieved from <http://www.unido.org/en/what-we-do/trade/csr/what-is-csr.html> (13.10.2014)
- Utah State University (2014) Retrieved from <http://rgs.usu.edu/irb/htm/resources/informed-consent-samples> (4.11.2014)
- Valio (2014) Retrieved from <http://www.valio.fi/valioakatemia/hae-stipendia/> (18.12.2014)

Wilson, B. (2011) Retrieved from <http://www.bbc.co.uk/news/business-12803088>
(15.9.2014)

APPENDIX 1

E-mail interview form

Introduction

1. What is the name of your company?
2. What is your position in the company?

Theme 1 – corporate social responsibility

3. How does your company define corporate social responsibility?
4. How many people are responsible of the CSR actions of the company?
5. Is there a person responsible for CSR strategy in the company? If yes, who is it and what is the title?
6. What are the social issues that are most relevant for your company?

Theme 2 - sport and CSR

7. Do you use sport as a tool for implementing your CSR strategy?
8. How do you use sport in implementing your CSR strategy?
9. Why do you do sport-based CSR?
10. What are the goals of your sport-based CSR actions?
11. Are there any other goals or important topics that you would ideally tackle with the help of sport?

Theme 3 - sport-based CSR tools

12. Have you informed your stakeholders in your web-page, press releases, advertisement, social media, CSR reports or some other way about your sport-based CSR actions?
13. Is your company using partnerships, sponsorship or cause-related marketing in sport-based CSR?

Theme 4 - risks and limitations of sport-based CSR

14. Have you considered the possible risks of sport-based CSR?
15. Do you think or have you experienced that sport can influence negatively on the corporate image?
16. Do you have a policy if negative things would happen or how did you react when negative things did happen?