IMPLEMENTATION OF CSR AT EUROPEAN FOOTBALL CLUBS

by

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<tr>
<td>BJK</td>
<td>Beşiktaş Gymnastics Club</td>
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<td>CF</td>
<td>Cystic Fibrosis</td>
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<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>FA</td>
<td>Football Associations</td>
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<td>FITC</td>
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<td>JES</td>
<td>Journey of Sport and Solidarity</td>
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<td>MLS</td>
<td>Major League Soccer</td>
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<td>TEGV</td>
<td>Educational Volunteers Foundation of Turkey</td>
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<td>UEFA</td>
<td>Union of European Football Associations</td>
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<td>UN</td>
<td>The United Nations</td>
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<td>UNHCR/ACNUR</td>
<td>The United Nations High Commission for Refugees</td>
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<td>UNESCO</td>
<td>The United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNICEF</td>
<td>The United Nations Children’s Fund</td>
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<td>XICS</td>
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1. Introduction

Football, “the most popular team sport” (Guttman 1993, p. 129) in the world, is a billion dollar industry today. Since the worldwide popularity of the game continues to grow, the football industry can contribute not only to the good of the game but also to the greater good of the world. This approach can also be found in FIFA’s slogan; “For the Game. For the World.”, which summarizes FIFA’s mission and brings social responsibility concept to the attention of the football world (FIFA 2007).

Although Corporate Social Responsibility (CSR) has been common in the management discipline in general, it is relatively a new concept in sports management. As a result of the industrialization of football, football clubs, national federations and continental confederations have the responsibility to give back to their communities, and thus they should be encouraged to organize more programs, projects and initiatives in this field. Thanks to the popularity and universal nature of the game, it even helps them reach beyond their own communities and influence the lives of others around the world.

1.1 Aim

This paper seeks to explore the discretionary CSR activities implemented by European football clubs. To achieve this, a number of clubs have been researched and three of them from three different leagues have been chosen (on the basis of the information gathered/available). It focuses on the discretionary responsibilities stated in Carroll’s CSR model, and as a consequence, it analyzes the community outreach programs of Manchester United FC, FC Barcelona and Beşiktaş JK, and suggests additional initiatives that can be applied.

1.2 Structure

This paper is structured into five sections. The first section includes the introduction part and the aim statement. The next part of this section (1.3) explains the methodology used to gather data for this study. Second section covers the definition and a brief overview of CSR. The following section analyzes the discretionary CSR activities of the three clubs. Fourth section recommends
further research in this area and possible CSR activities for clubs in general as well as a CSR program for Beşiktaş JK in particular, and conclusion constitutes the last section of this study.

1.3 Data Collection

Data was collected basically from secondary sources such as articles in academic journals, books on CSR, the official websites of the football clubs. In addition to secondary sources, primary sources are used in this paper, and they include interviews and email question/correspondence.

2. CSR

2.1 Definition

Even though CSR is both on the global business and public agenda, it does not have one, ultimate definition. For some, it is “the ethical behavior of a company towards society”, whereas for others, it is about “the interaction of the corporation with the legal and social obligations of the societies in which it operates, and how it accounts for those obligations” (World Business Council 1999, p. 3). It is also regarded as “a commitment to improve community well-being through discretionary business practices and contributions of corporate resources” (Kotler & Lee 2005, p. 3).

However, according to a more formal and more inclusive definition, CSR is “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (World Business Council 1999, p. 3). All these definitions highlight a different aspect of CSR, and when taken into consideration all together, they lead us to Carroll’s CSR concept, which will be explained in the following part.

2.2 Overview

Scholars have different perspectives in terms of the beginning of CSR. While some scholars date it back as early as to the 17th century, others regard the mid-20th century as the outset of the modern era of CSR (Godfrey 2009; Breitbarth & Harris n. d.). The role and scope of corporations have been a matter of debate for more than 70 years.
As Godfrey states (2009, p.702), even in the 1930s, Adolph Berle and Merrick Dodd had different views in this issue; the former centers on the interests of shareholders, whereas the latter emphasized that corporations were “morally and civically obligated to engage in activities that benefited society”. These conflicting views continued in the following decades as well. Breitbarth and Harris (n.d., pp. 2815-2816) summarized the ideas presented by Howard Bowen in 1953 as follows; “modern businesses accumulate considerable power, have far-reaching influence on people’s lives and that businessmen are responsible to consequences of their actions in addition to the more usual financial performance statements”. However, in 1962 Friedman argued that the sole responsibility of a corporation is to maximize the profit within the limits of the law (Babiak & Wolfe 2006). As opposed to Friedman, Freeman stated in 1984 that corporations had responsibilities not only to shareholders but also to stakeholders, meaning employees, customers, investors, regulators etc. (Godfrey 2009).

The economic responsibility versus social responsibility view was incorporated in the CSR model developed by Carroll in 1979, and then reviewed in 1999. According to him (1999), corporations have four main social responsibilities, including economic, legal, ethical and discretionary. These four responsibilities constitute Carroll’s CSR model, which has formed the basis of many academic researches. Carroll argues companies have the obligation to make a profit to be viable (economic responsibility), to obey the law (legal responsibility), to conform to societal expectations and ethical norms of business (ethical responsibility) and to carry out activities beyond their economic, legal and ethical responsibilities that benefit society but may or may not have any payback (that is, discretionary responsibility) (Godfrey 2009; Babiak & Wolfe 2006). Similar studies have been conducted since then, yet Carroll’s framework of CSR continues to maintain its importance today.

In spite of the increase in the principles and practices of CSR in the management literature in the second half of the 20th century, CSR has received little attention in the field of sports management. The reason of this might be “the understanding of sport as being a hobby” (Breitbarth & Harris n. d., 2817), especially until the 1990s. With the industrialization of football at the end of the 20th century, football has created “a global industry of its own right” (Breitbarth & Harris n. d., 2817) and football clubs have become nothing less than corporations. Consequently, they began to
recognize the fact that they have responsibilities to their communities, and especially within the past
decade many clubs have founded either foundations (e.g. Chelsea FC Foundation, Fundació FC
Barcelona) or a community relations department to fulfill their responsibilities. In addition to teams,
athletes have been forming their own foundations like Fundación Privada Samuel Eto’o and Leo
Messi Foundation. Furthermore, national federations and leagues have created CSR programs such
as the Turkish Football Federation’s Football for All, the FA Premier Leagues’ Creating Chances
and Major League Soccer’s MLS W.O.R.K.S. programs. Likewise, international federations have
been paying attention to CSR. For instance, by “moving away from a passive philanthropic role”
and becoming “a committed, responsible and involved actor” (FIFA n.d., p. 1), FIFA established its
CSR Department in 2005, and have organized initiatives including Say No to Racism, My Game is
Fair Play and Football for Hope.

Since sports organizations have certain advantages like the cachet of celebrity athletes, high
media coverage, youth appeal etc., they have greater effects than other businesses in providing
support and inspiration in such areas as education, health and wellness, environment, art and culture
(Babiak & Wolfe 2006). As a consequence, more CSR initiatives should be carried out at each level
of football’s pyramid structure in addition to those mentioned above, and they should complement
each other to be more coherent and effective.

3. Clubs

Although Carroll (1999) stresses that corporations should fulfill all of the four components
(i.e. economic, legal, ethical and discretionary responsibilities) of total CSR simultaneously, this
paper focuses only on the discretionary responsibilities, which are described as the voluntary roles
corporations assume.

In the following sections, the discretionary CSR activities conducted by Manchester United
FC, FC Barcelona and Beşiktaş JK are analyzed and grouped in different categories such as
education and health.
3.1 Manchester United FC

Since its foundation in 1878, Manchester United FC has become an important part of the history of football not only by winning many honours also by acting as a responsible corporate citizen. Knowing that social responsibility is as crucial as sportive and financial success, the club established the Manchester United Foundation (MU Foundation) to contribute to its local community and those around the world.

3.1.1 Mission

The mission of the MU Foundation is to “use the passion for Manchester United to educate, motivate and inspire young people to build a better life for themselves and improve the communities they live in” (Manchester United Foundation 2010a).

3.1.2 Initiatives

The MU Foundation has organized its CSR activities in three layers. It works firstly with the local communities around its sites, then with national organizations in the UK, and finally with a global partner; UNICEF. The foundation has three main initiatives, which can be listed as Sport, Education and Charity (most of the projects conducted with partner charities focus on health and youth).

3.1.2.1 Sport

Started in 1992, Football in the Community (FITC) initiative has been a part of MU Foundation since 2006. With the aim of coaching people of all ages and backgrounds, FITC has provided more than one million people from all walks of life with the opportunity to play football with the guidance of experienced UEFA qualified coaches (Manchester United 2010).

Under FITC umbrella there are different schemes (Disability Football, Schools Football, Holiday Courses, Cliff Clubs etc.), targeting different groups. For example, while Schools Football scheme offers free football programs such as football tuition and teacher training to local schools, Disability Football scheme delivers coaching sessions free of charge to people with disabilities. Since the latter is in line with FA’s Ability Counts campaign, four Ability Counts squads were
formed at the MU Foundation (2010b). Likewise, Girls’ Football scheme aims to train and support girls to play football, and therefore the MU Foundation has a girls youth team, competing in the local league (Manchester United Foundation 2010c). Community Health Trainers scheme is designed to support the members of the community to have a healthy lifestyle by helping them to uptake of physical activity, manage stress, eat healthily and become smoke free (Manchester United Foundation 2010d). With all these different schemes, FITC encourages all sectors of the community to become involved in sport.

3.1.2.2 Education

The MU Foundation contributes to the education of students through the power of football. Its Fitness, Food and Football scheme is designed for primary school children to understand the importance of healthy food and fitness, and lead a healthy life (Manchester United Foundation 2010e).

The MU Foundation cooperates with other organizations such as the Prince’s Trust, the FA and the Football Foundation to organize some projects like Kick it Out, Kickz and Premier League Reading Stars. For instance, the Prince’s Trust Team Programme is a 12 week personal development course delivered to troubled young people between the ages of 16-25. It helps them learn new skills, improve themselves, develop confidence to be successful at work and in life (Manchester United Foundation 2010f). Another example is the Manchester United Study Support Center created in partnership with the Department for Children, Schools and Families, Trafford Council. The center is located in Old Trafford’s Museum and offers after school study sessions on different topics (Manchester United Foundation 2010g).

3.1.2.3 Charity

The MU Foundation supports local, national and international charities to generate awareness for their causes as well as to raise funds for their projects.

At local level, the MU Foundation works with Rainbow House, the Christie Hospital, Francis House Children’s Hospital and the New Children’s Hospital Appeal, all of which are supported financially and morally. To give an example, the partnership with Rainbow House’s The Legacy
Project includes fund raising for the construction of an indoor sports facility at the Legacy, a purpose built school for children with neurological disorders, and player visits to the Legacy (Manchester United Foundation 2010h).

At national level, the MU Foundation has two charity partners; the Children’s Society and Cystic Fibrosis Trust. The former provides help for disadvantaged children to have a good childhood, and the latter for the treatment of CF patients. The MU Foundation supports them both by launching the Move! project with the Children’s Society to prevent youth offences through football (The Children’s Society 2009) and raising funds for patient costs and studies on the treatment of CF.

Finally, at international level, UNICEF has been the foundation’s partner since 1999. Over 1.5 million children worldwide have benefited from United for Unicef partnership. The MU Foundation has raised over £2 million for UNICEF programs such as “Unite for Children, Unite against AIDS,” and “End Child Exploitation” (UNICEF 2010). Also, the team players and staff have been taking part in Unicef campaigns and even some of them (namely, Sir Alex Ferguson, Ryan Giggs and Ole Solskjaer) are ambassadors for the charity.

3.2 FC Barcelona

One of the most successful and profitable clubs in the world, FC Barcelona has also been an efficient member of the global community it affects. Confirming its slogan “More than a club,” Barça has implemented a number of social responsibility initiatives in Spain and across the world since the establishment of its foundation in 1994.

3.2.1 Mission

The mission of FC Barcelona Foundation (FCBF) is to promote “solidarity, cultural and educational activities […] to enable the consolidation of Barça’s social commitment being ’More than a club’ in Catalonia, Spain and the world, positioning [FCBF] in a unique dimension on a global scale” (FC Barcelona Foundation 2010a).
3.2.2 Initiatives

FC Barcelona donates 0.7 per cent of its ordinary income to FCBF to finance its many initiatives which can be grouped under Education, Health and Charity titles.

3.2.2.1 Education

FCBF promotes education by building study centers, training educators and setting its own projects. Especially built in underdeveloped countries, Xarxa Internacional de Centres Solidaris (International Network of Solidarity Centres - XICS) are places where children can get educational and psychological support and access to sport for their physical and intellectual development (FC Barcelona Foundation 2010b). FCBF also organizes conferences called Journeys of Sport and Solidarity (JES) for educators. They are comprised of 30 hour training courses on the use of sport as a tool for education and social integration of children and vulnerable adolescents (FC Barcelona Foundation 2010c). FCBF’s Juga-la! (Play-it!) scheme is a pedagogic online service for primary and secondary schools to promote certain sporting values and positive attitudes like tolerance and teamwork (Juga-la! 2010).

3.2.2.2 Health

In order to enhance the welfare of society, FCBF acknowledges the importance of health. Therefore, it works to prevent sport injuries as well as offer general health related support. For example, FCBF does and encourages research in the fields of heart disease and muscle and tendon pathologies, in line with FC Barcelona’s Medical Services (FC Barcelona Foundation 2010d). Also, at its XICSs, FCBF offers easy access to health services. The doctors and nurses at the centers inform people on such issues as nutrition, hygiene, physical and mental health (FC Barcelona Foundation 2010b).

3.2.2.3 Charity

FCBF has launched programs in collaboration with three UN agencies; UNICEF, UNESCO and UNCHR/ACNUR. With UNICEF, FCBF plans to carry out integral projects to benefit children all around the world. “With UNESCO to raise awareness of the role of sports and education in the
development and welfare of young people. And with UNHCR/ACNUR to implement programmes in refugee and displacement camps” (FC Barcelona 2008, p. 6).

FC Barcelona has a five year agreement with UNICEF, which involves an annual financial contribution of 1.5 million euros for the jointly selected projects (e.g. the HIV/AIDS campaigns in Zvaziland, Angola and Malawi), mostly in favor of children (FC Barcelona 2008). To generate awareness, the club uses the name on the football team’s shirts, which is a first in the club’s history since there had never been another name other than that of club’s on its jerseys.

The agreements with UNESCO and UNHCR/ACNUR do not include any fixed financial contribution, yet ensures a commitment to develop mutual projects. UNESCO and FCBF work together to fight against racism, violence and doping, and foster universal education and literacy with projects like Youth Voices Against Racism and Literacy for Empowerment (LIFE).

The agreement with UNHCR/ACNUR lasts three years; however, like the five year agreements with UNICEF and UNESCO, it can be extended. The main purpose of this agreement is to attract attention to the problems of refugees and displaced people. To do so, three of FCBF’s programs, XICS, JES and Play-it!, have been implemented in refugee and displacement camps, as in Nepal and Rwanda, with ACNUR’s technical and logistic support (FC Barcelona 2008).

3.3 Beşiktaş JK

Beşiktaş JK (BJK), the first sport club of Turkey, has many league titles and other achievements on the field. The club continues its success off the field by giving back to its community. In this sense, BJK is also the first club that has engaged with CSR activities in Turkey by partnering with charity organizations and starting its own schemes.

3.3.1 Mission

Unlike Manchester United FC and FC Barcelona, BJK does not have a separate foundation. Thereby, the mission of BJK, which is “to train well-educated and well-behaved athletes and managers to contribute to the success of the national team,” does not include a specific statement on CSR (Beşiktaş JK 2010a).
3.3.2 Initiatives

There is neither a separate foundation nor a CSR department at BJK. Nevertheless, the club addresses social issues through BJK Women, Family and Children Advisory Council. Though there are not long term projects, the activities carried out by BJK can be explained under education, health and charity titles.

3.3.2.1 Education

As a part of the club’s CSR activities, BJK contributes to the education of children by building and renovating schools, donating supplies, and opening computer laboratories etc. To give an example, BJK renovated a primary school and set up a computer laboratory in Mardin, a city located in the Southeastern part of the country (Beşiktaş JK 2010b). The Council attended its opening ceremony and distributed school stationery and sports equipment to the students. Also, having visited the earthquake struck city, Elazığ, BJK helped the victims and decided to rebuild a school in the city (Beşiktaş JK 2010c).

3.3.2.2 Health

For a healthier community, the club, its players and fans promote health care in numerous ways. For instance, the Council held a conference on cervix cancer to raise awareness and inform the community about the ways to prevent from the disease (Beşiktaş JK 2010d). Another example is the donation made by the club players to Turkish Kidney Foundation. Thanks to this donation, a dialysis hall with ten kidney machines was opened and named after BJK (Beşiktaş JK 2010e). Finally, Çarşı, the devoted fans of the team, rallied to raise attention to blood donation and donated 1903 units of blood to the Turkish Red Crescent Society. The number is a reference to the year in which the club was established (Türk Kızılayı 2008).

3.3.2.3 Charity

Similar to FC Barcelona and UNICEF partnership, BJK is the first Turkish football club to have the names and logos of charities on its jerseys. The club’s partner charities are the Turkish Red Crescent Society and Mehmetçik Foundation, which have gained enormous publicity, media
attention and support with this campaign (Türk Kızılayı 2009). The club also donated 200 000 TL of its revenue made through merchandising sales on the Bjk vs Liverpool match day to Mehmetçik Foundation whose aim is to help veterans and the martyrs’ families (Kartal Pençesi 2010).

4. Recommendations

4.1 Recommendations for Academicans

As noted previously, the concept of CSR is still pretty new in sports management discipline. For this reason, there are not many academic researches in this field, which is one of the limitations of this study. As a result, we recommend that CSR in sport be on the research agenda of academicians and included into the curriculum of sports management departments to raise CSR-conscious managers.

We also believe that research in this field will not only help to enrich and enhance the scope of sports management discipline but also provide the sport industry with the necessary insight and information to monitor, measure and evaluate the effects and outcomes of their CSR activities. Hence, we propose that academic research in such areas as the impact of CSR activities on the club’s brand image, ticket and merchandising sales or the perception of fans etc. should be conducted in collaboration with the sport industry.

4.2 Recommendations for Clubs

When compared, it is seen that the discretionary CSR activities of Manchester United FC, FC Barcelona and Beşiktaş JK focus on similar issues like the education of youth. On the other hand, none of them have any initiatives on such issues as environment or art. So we suggest that they should address these issues by supporting relevant charities (e.g. WWF, PETA, ART for the World, etc.) or setting up their own projects.

To that end, the clubs can allocate booths for the partner organizations to inform fans about their causes on the match days, or spare advertising space for their ads (which can also feature some of the players to enable fans to relate to the campaigns more). Besides, they can even turn their stadia into contemporary museums by partnering with Art for the World which organizes special
exhibitions in culturally significant places in Europe (Art for the World n.d.). Since stadia have become important city icons, they would be ideal settings for such exhibitions not only to attract new audiences and media coverage but also to create dialogue among different peoples and cultures through the universal languages of art and sport.

Another recommendation is that they should get their fans and staff involved in their CSR activities as volunteers to create a feeling of belonging and strengthen their emotional bond with the team. For instance, the clubs can throw a picnic at the beginning of each season, where they can get their fans, personnel and players together, and donate the generated revenue to a chosen charity at the end of the day. They can organize or take part in sports festivals (where fans and staff form their own teams and compete with each other, for example), tree-planting events, fairs, etc.

Last but not least, we recommend that other football clubs engage with CSR as well to show their commitment to give back to their communities. The discretionary CSR activities mentioned in this work can set an example for them to start their own CSR programs. They can adapt them into their local communities and set up other initiatives in accordance with the needs of the societies and the objectives of the clubs.

4.3 Recommendations for Beşiktaş JK

In contrast to Manchester United FC and FC Barcelona, who have foundations, and consequently long-term projects, most of the CSR activities of Beşiktaş JK are accomplished by BJK Women, Family and Children Advisory Council and unfortunately, they are nonrecurrent. Therefore, we recommend that BJK establish a CSR department and develop an applicable, sustainable CSR program with numerous schemes on different issues, and propose a realizable, cost-efficient CSR program to the club.

The program is called “Make a Difference” and consists of four main initiatives on education, health, environment and art. Bringing volunteers, staff, managers, current and former players, etc. together, it strives to make a difference in the lives of others. The program aims primarily at young people; however, it will influence the entire community in the long run. The number and scope of the initiatives can be enriched in time, making it possible reach different groups. Nevertheless, most
of the initiatives we suggest here are designed to take place in Beşiktaş district first, then in other districts of Istanbul, and finally they can be achieved nationwide. The program can be realized in concur with community and government officials, non-profit organizations and corporate partners to be more effective and widespread. For this reason, we have consulted these parties to get their consent and support while developing Make a Difference program.

We also propose a hands-on community service project, Beşiktaş Day of Service, during which staff, current and former players, executives etc. form mixed groups (of three or five, for example) to offer their time and service to the community in various ways (i.e. building playgrounds, planting trees, coaching students, visiting schools, hospitals, nursing homes, orphanages…). The project is a part of Make a Difference program and complements its initiatives, namely Be Smart, Be Fit, Be Green, and Be Arty. It can take place once a year and the date can be chosen among the team’s days off. Each group can have a different task at a different place; for instance, one group can help the renovation of a school by painting the walls while another group can serve a meal to the patients in a children’s hospital or pay a visit to a nursing home and chat with the people there.

4.3.1 Be Smart

Although what Beşiktaş JK has done in the field of education is praiseworthy, the club should continue its endeavour with a more strategic, long-term approach. For instance, it can keep renovating schools, donating supplies every year, which will enable the club to continue its legacy. Two schools can be paint each season (one in Beşiktaş district, Istanbul and the other in a different city) in partnership with Düfa, a paint company and one of the main sponsors of the team. Former and current players can provide hands-on service and contribute to paint not only the walls but also the worlds of the youth.

The club can work with TEGV, an NGO operating in the field of education, and create a special line of products with the logos of BJK and TEGV that can be sold both on www.tegv.org and at Kartal Yuvası, the club’s official stores around the country. BJK can also start a campaign to collect books and then form a bookmobile (BoJoKmobile) with the help of its sponsor Doğuş Otomotiv, which has already had education-related CSR activities (such as forming a library and a
laboratory in Gebze), and therefore would support such an initiative heartily as well. The bookmobile can stay in different locations for a month, inspiring children living in different parts of the city/country to enjoy reading. Fans can be asked to bring the books they want to donate to the home matches throughout the season and following TEGV’s suggestions, the extra books collected can be sent to the schools in need. The announcements on the route of the bookmobile and the book collection campaign can be made regularly on the club’s radio and website. News related to this scheme along with the others can be followed through these sources and it can also be distributed to the entire media.

As a part of Beşiktaş Day of Service, some of the groups can visit schools and take part in reading classes. They can read a story in the curriculum to students, and inspire them to read more. In addition, they can encourage them to go to the library more often by organizing a book hunt game in the school or public library, making it an enjoyable and informative experience. Each year a different school and library can be visited and the choice can be made in concordance with the Ministry of Education.

4.3.2 Be Fit

This initiative’s goal is to promote health and wellness, increase physical activity and create broader awareness of health issues. In order to lead healthy, active lives, children should make a right lifestyle choice at an early age. That is why they should be encouraged to eat a healthy diet and take plenty of exercise.

With the help of the club’s dieticians, flashcards with some key facts and useful tips on healthy eating can be prepared and sent to primary schools either in electronic format or as hardcopy. School visits and an online program can be organized to inform students on the dangers of obesity, unhealthy diet, poor physical health, smoking, alcohol and drug addiction.

As exercise is crucial to lead a healthy life, schemes that enable physical activity are a part of the program. The club can build a playground each season in collaboration with Beşiktaş Municipality, which forms parks with playgrounds and fitness equipments around the district. By so doing, the club gives people at all ages the opportunity to be more social and more active, and
therefore, has a lasting impact on the health of many people. At first this plan can be carried out at local level, and then it can be achieved nationwide too. Another scheme can be the free football clinics organized at primary schools. Volunteer coaches as well as those working at the club can participate in physical education classes and lead students through some basic football skills. Besides, the club can allocate Inonu Stadium for the final match of the school tournament organized between the schools in Beşiktaş district every year. The match can be held on May 19th (or another day in that week depending on the team’s match schedule) to celebrate the national holiday, Youth and Sports Day.

Within the scope of Beşiktaş Day of Service, the groups can take part in health related activities such as hospital visits to offer a friendly hand to a kid while getting vaccinated or to serve a meal to the patients, school visits to coach students, exercise with them or inform them on healthy eating habits, and promotion of campaigns on organ and blood donation, HIV/AIDS, men’s and women’s cancers, etc. to raise awareness and funds…

4.3.3 Be Green

Through Be Green initiative, Beşiktaş JK can enlighten and encourage people to be more environmentally friendly. The club can start with its immediate environment, Inonu Stadium. It can install recycling bins around the stadium and use energy efficient light bulbs, recycled napkins, bottles, etc. Automatic flushes and sensor taps can be a good way to prevent water waste too. Eco-tip wallet guides and flashcards can be prepared to be distributed at schools and games.

The club can start a campaign with environmental organizations like ÇEVKO, TAP to collect waste paper, plastics, dead batteries, etc. for recycling. Fans who bring such items to the announced games can be awarded with reusable grocery bags. Another partnership can be formed with TEMA, an NGO fighting against erosion, to create a BJK forest. Trees can be planted or a trash pick-up can be conducted with the participation of fans, students, local volunteers and groups formed for Beşiktaş Day of Service.

At a home match each season, the team (or just the goalkeeper) can wear commemorative green jerseys, which can be auctioned-off to benefit the environmental organizations worked with.
4.3.4 Be Arty

Be Arty initiative is designed to introduce kids to arts, through which they will enhance their creativity and appreciate the works of others.

A painting competition can be started at national (or even international level with the participation of the kids coming from around the world for the festivity) level for Children’s Day, a national holiday dedicated to the children of the world. The theme might be what Beşiktaş JK mean to them (or football if international) and the chosen works can be exhibited at Beşiktaş Museum located at Inonu Stadium. Similar competitions can be formed in other branches of art such as photography or sculpture.

The club can donate balet, opera, concert, theater and/or movie tickets to schools to enable those that have not had the chance to attend any. Accompanied by Beşiktaş Day of Service groups, they can be taken to art galleries and museums, too.

5. Conclusion

Considering the growing popularity and power of football clubs, we believe that they have responsibilities towards the communities they affect, and therefore they should integrate CSR management to meet their responsibilities and become good corporate citizens. As a result, in this study we have examined the implementation of CSR principles at three professional football clubs in Europe.

Having analyzed the discretionary CSR activities conducted by Manchester United FC, FC Barcelona and Beşiktaş JK, we have proposed possible CSR activities and partnerships to these clubs and developed a sustainable CSR program for Beşiktaş JK. Due to the lack of research in this field, we have also recommended that academicians explore the role of CSR in football and contribute to both the sports management literature and the sport industry with their studies.

Finally, we hope that the entire football community will pay more attention to the concept of CSR to promote social issues and reach out to the global community it is a part of, and that many sound CSR programs will be initiated at each level of football’s pyramid structure.
Reference List


FC Barcelona 2008, *Presentation of the global campaign for care and education*, viewed on 10 June 2010,


UNICEF 2010, *Manchester United*, viewed on 29 May 2010, 