How can the ‘Respect Campaign’ be systematically applied in UEFA competitions?

Concept paper and Guidelines

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Acknowledgements

The authors of this project would like to sincerely thank their families, friends, staff at CIES, the University of Neuchâtel, the De Montfort University Leicester and SDA Bocconi Milano for assisting securing the information and resources necessary for the preparation of this paper.

Particular acknowledgement is given to:

Mr. Gianfranco Piantoni of the consultancy Ambrosetti and FIFA Master’s former coordinator at SDA Bocconi for energizing and feeding us much more than just great ideas through the entire process.

Dr. Vladimir Borkovic, global network and research director of ‘streetfootballworld’, who was a great tutor to our group and provided us with ideas, structural guidance and feedback on the ongoing project.

UEFA President Michel Platini for giving us the opportunity to talk to the ‘creative mind and mentor’ behind the current ‘Respect campaign’ and get an idea of his guiding thoughts concerning UEFA’s social responsibility activities.

Mr. Patrick Gasser, head of the FSR department at UEFA’s Headquarter in Nyon for always being available for help, guidance and questions – an e-mail from Mr. Gasser reaching us only hours before UEFA’s most prominent yearly match, the Champions League Final in Madrid 2010, serves as an example of his dedicateon to this project.

All employees at UEFA for their feedback, useful information and kind assistance. Especially:

Mr. William Gaillard (Head of UEFA Communication), Mr. Michael Heselschwerdt (Head of Club Competitions), Mr. Mark O’Keefe (Research Manager), Mr. Sebastién Leclerc (Head of special projects), Mr. Robert Faulkner (Head of Media Relations), Mr. Stéphane Schwander (Web Production Coordinator), Mark Chaplin (Chief writer, uefa.com)

Mr. Ken McCue, founder of Sport Against Racism Ireland (SARI) for his exceptional inspiration and his feedback that helped us in finding our direction – and make us laugh.
Mr. Efraim Barak, arbitrator at the Court of Arbitration (CAS) for his great legal insight and assistance.

Ms. Dawn Aquilina and Mr. Thomas Junod for their guidance.

And finally an extra acknowledgment is given to many of our classmates of the 10th Edition of the FIFA International Master in Management, Law and Humanities of Sport for lots of good advice, creative ideas, their humor and the general helpful atmosphere over the last year.
Abbreviations

- AIDS: Acquired Immune Deficiency Syndrome
- BT: British Telecom
- CAS: Court of Arbitration for Sport
- CEO: Chief Executive Officer
- CIFP: International Committee for Fair Play
- CL: UEFA Champions League
- CRM: Cause Related Marketing
- CSR: Corporate Social Responsibility
- EC: European Council
- ECA: European Club Association
- EFA: English Football Association
- EL: UEFA Europa League
- EPFL: European Professional Football Leagues
- EU: European Union
- FA: Football Association
- FARE: Football Against Racism in Europe
- FC: Football Club
- FFF: French Football Federation (Fédération Française de Football)
- FIFA: International Federation of Association Football
  (Fédération Internationale de Football Association)
- FIFPro: International Federation of Professional Footballers
  (Fédération Internationale des Associations de Footballeurs Professionnels)
- FSE: Football Supporters Europe
- FSR: Football Social Responsibility
- GRI: Global Reporting Index
- ICRC: International Committee of the Red Cross
- IOC: International Olympic Committee
- MBA: Masters in Business Administration
- NA: National Associations
- NBA: National Basketball Association
- NF: National Federations
- NFL: National Football League
- NGO: Non-Governmental Organization
- PR: Public Relations
- RC: Respect Campaign
- ROI: Return on investment
- SAD: Swiss Academy for Development
- SARI: Sport Against Racism Ireland
- SWOT: Strengths, Weaknesses, Opportunities, and Threats
- UEFA: Union of European Football Associations
  (Union des Associations Européennes de Football)
- UK: United Kingdom
- UN: United Nations
- UNESCO: United Nations Educational, Scientific and Cultural Organization
- USA: United States of America
- UK: United Kingdom
- WHF: World Heart Foundation
- WWF: World Wildlife Fund
Methodology

This project was conducted through the following stages:

Research, information gathering and investigation about CSR activities on websites of sports organizations, in order to familiarize the group with the current state of social responsibility activities in sports.

Review and analysis of the literature – books, journals, websites – about CSR in order to strengthen the understanding for CSR and about different academic approaches to ‘campaign theories’.

Interviews – e.g. with UEFA President Mr. Michel Platini, Head of UEFA FSR Mr. Patrick Gasser.

Questionnaires – e.g. Mr. William Gaillard (Head of UEFA Communication), Mark Chaplin, (Chief writer, uefa.com), Mr. Michael Heselschwerdt (Head of Club Competitions), Mr. Sébastien Leclerc (Head of special projects), Mr. Robert Faulkner (Head of Media Relations), Mr. Stéphane Schwander (Web Production Coordinator)

In depth e-mail correspondence with UEFA, FIFA, etc.

Structuring the vast literature about CSR and campaigning, taking stock of UEFA’s social responsibility activities and finally:

Creativity – the project group tried to be thoughtful, practical and creative giving recommendations to UEFA concerning the ‘Respect campaign’.
Introduction

“Who am I?
I am a little thing with a big meaning.
I help everybody. I unlock doors, open hearts, dispel prejudice.
I create friendship and goodwill.
I inspire courtesy and admiration. Everybody loves me.
I bore no one. I violate no law. I cost nothing.
Many have praised me. No one has ever condemned me.
I am pleasing to those of high and low degree.
I am useful every moment of the day.

I am Respect!”

Unknown

UEFA’s president Michel Platini chose the word ‘Respect’ as a title for UEFA’s new FSR campaign in 2008. The word was selected because of its positive connotation and use in many European languages. It was thought to be a powerful and flexible tool to communicate various messages.

The challenge for the ‘Respect campaign’ however, is that two years after its launch, it is still far from its initial goal: being an overarching communication campaign. The delivery strategy should be improved and therefore radically reformed. To improve the current state of the campaign, UEFA asked for the consultancy by an external partner and therefore approached the FIFA International Master in Management, Law and Humanities of Sport.

Our group started to work on this project in late 2009. Around the same time we got in touch with Patrick Gasser, UEFA’s FSR-director, who gave us an idea of what he and UEFA expected. After numerous sessions of information exchange we finally met Mr. Gasser and

also the creator of the ‘Respect campaign’, UEFA President Michel Platini, at UEFA’s headquarters in Nyon in April 2010.

We worked on the project through the different modules of the FIFA Master and tried to implement and use the different academic background knowledge we studied. A challenge for us was the need to satisfy both the Scientific Committee of the FIFA Master and the more practical needs of UEFA. We had to meet academic standards, but on the other side UEFA needed a new concept for their ‘Respect campaign’ and clear ideas to implement the campaign in its competitions on a practical level.

To find a good mix between the two expectations and to satisfy both requirements, we focus on academic theories in the beginning of this project and in a later stage we define the concept of ‘Respect’ and UEFA’s ‘Respect campaign’, what its aims and objectives are, and how it should be put into practice.

In the first two chapters we give an overview over the history of CSR and explain some campaign theories. As a next step, CSR in the realm of sport and a brief analysis of UEFA’s stakeholders is given. In the next chapter we explain UEFA’s current approach to its social responsibility activities and analyze the ‘Respect campaign’, how it was created and defined and what its prevailing state is.

The last and core chapter of this project is started with a SWOT-analysis of the ‘Respect campaign’ – exploring its strengths, weaknesses, opportunities and threats. This analysis gives a clear idea on what exactly should be improved and what the focus of the recommendations should be. We focus on the major weaknesses: the themes and sub-themes used in the current ‘Respect campaign’ – the usage of the ‘Respect campaign’ as a global communication strategy – and the delivery strategy of the new campaign. This dissertation of concept paper suggesting guidelines for the systematic overhaul of UEFA’s ‘Respect campaign’ is rounded up by an exemplary timeline for the management of this complex project.
Chapter 1: CSR – A brief overview and campaign theory

I. Corporate Social Responsibility – An overview

A. Introduction

"There is a difference between a good company and a great company. A good company offers excellent products and services. A great company also offers great products and services, but also strives to make the world a better place."²


CSR has been addressed in the organizational, management and economic literature from a number of different perspectives. Friedman offered the view that the only responsibility of the business is to make a profit, within the limits of the law.³ An opposing stance is that a corporation has responsibilities to others in addition to shareholders.⁴ Practically, organizations have increasingly faced pressures to address societal concerns.⁵

The modern consumer has become more aware and nowadays demands an active social responsibility from the corporations. Current extensive research in UK points to modern consumers perceiving a corporation’s duties and their responsibility towards social matters as secondary only to governments' duties.⁶ The main reason for that is the economic power of corporations in the modern world – multinational corporations are responsible for two thirds of world's trade in goods and services. The largest 200 corporations produce 27.5% of the global gross domestic product and their annual income is larger than the income of 182 countries in which 82% of the world population is living.⁷ All this led to a reduction of the scope of governmental financing of various communal areas and for a growing gap between community needs to governmental financing ability. Therefore, organizations have been

² Philip Kotler and Nancy Lee, Corporate Social Responsibility- doing the most good for your company and your cause (Hoboken: John Wiley & sons, Inc.,2005), 6.
sensitized to the importance of making a positive contribution to society and many acts accordingly. The most familiar symbol of the raising public awareness is the extreme exposure to the Nike's Far East workers' slavery conditions affair - the ‘Nike Sweatshop Campaign’.\(^8\) Mainly because of Nike's dominance, the call for a consumers' ban was enormous and significant and actually threatened the future of Nike's brand. Incidentally, the same campaign's depth investigations led to the exposure of similar methods that were enhanced by admired brands as Gap, Marks & Spencer and H&M.\(^9\)

In light of these and many more cases, discussion revolving around corporate social responsibility has gradually become a major issue not only for the media but also for managers and decision makers within corporations worldwide. Over the years, a real recognition developed regarding the importance of the issue, regardless of risk management and competition only. In addition, a greater involvement of regulators in many countries is taking place and certain domains in the field of corporate governance are gradually moved from the voluntary to the mandatory.

**B. Current application of CSR**

CSR involves a broad range of issues related to the role, position and function of business on contemporary society.\(^10\) Van Marrewijk states that CSR “refers to company activities – voluntary by definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders”.\(^11\) Hence, CSR “refers to the overall way in which a business attempts to balance its commitments to relevant groups and individuals in its social environment”.\(^12\)

Therefore, the seminal theme of CSR is that corporations have responsibilities beyond profit maximization.\(^13\) The challenge faced by companies in the current environment is to "use their capabilities and capacities to contribute in a traditional business sense while accepting a social

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\(^13\) Lance Moir (2001), 22.
Adopting this dual perspective, many leading corporations have changed their traditional charity approach to strategic CSR, which attempts to integrate corporate donations and community service activities with business operations and interests.\(^\text{15}\) Previously, when corporate responsibility performance was measured by the amount of the corporate financial contributions instead of its overall effects on society as a whole, cynics did not need much skill to hurl accusations of corporate contributions as ‘fig leaves camouflage’ for immoral business activities. It was not unusual for corporations to only contribute to ‘pacify’ the winds blown towards them. For instance, the pharmaceutical company Pfizer announced a surprising move in 2000 to contribute to South Africa a fair amount of the very expensive drug Fluconazole for AIDS “because of its desire to help disadvantaged populations”.\(^\text{16}\) In practice, it was only an attempt to deal with the allegations leveled at that time, regarding the impossible prices of that drug, which led indirectly to the deaths of large amount of potential patients who could not afford the drug. In recent years, more and more corporations have come to realize that corporate philanthropy can’t be based upon sporadic donations of money but instead be based upon one or several primary purposes, depending on the scope and size of the corporation.

In some leading countries in the field of corporate responsibility – United Kingdom, USA, Singapore, the Netherlands – so-called ‘umbrella organizations’ operate.\(^\text{17}\) They promote the domain, encourage and establish corporate responsibility amongst local corporations. Due to such activities, new tools of measurement of corporate responsibility have been enacted. For instance, the English index of the ‘FTSE4Good’ is an official Stock Index, which ranks companies according to their social performance and provides accordingly with recommendations to investors, similarly to the American ‘Dow Jones Sustainability index’.\(^\text{18}\) In addition, two other codes for managing and measuring corporate responsibility were launched lately: ‘The Global Compact’, a global business network of the United Nations, committed to ten guiding principles, and the ‘GRI (Global Reporting Initiative)’, an


international set of rules for social reporting. Today, most social reports are based on these two codes.\textsuperscript{19}

C. Cause Related Marketing (CRM)

Similarly, ‘Cause Related Marketing’, whereby firms link the promotion of their product to a social cause and contribute a share of the revenues to the cause, is an increasingly common manifestation of linkages between business and society.\textsuperscript{20} Historically, CRM has been out there for many years, but it is customary to specify the American Express company as a pioneer in the application of the doctrine. In 1983, American Express initiated a project to renovate the Statue of Liberty.\textsuperscript{21} The essence of the three months campaign was simple: For every use of an existing credit card, it would donate one cent for the refurbishment of the statue. For every new signup, the company would as well donate one dollar for the renovation of the statue. In the three months 1.7 million dollars were collected, card use increased by 28\% and the rate of new signups increased by 45\%.\textsuperscript{22} The campaign had reached its objectives - the corporation made profits, it communicated to its stakeholders a positive welcome initiative, and it helped a worthy social goal.

Drafters of corporate CRM strategy aim to create a link between their product or service and the idea of a social purpose, when the expected bottom line is creating a ‘win-win-win’ situation for the corporation, its stakeholders and the community as a whole. In other words, they must maximize direct or indirect profits for the corporation, along with building a platform for social change based on the involvement of the corporation's stakeholders.\textsuperscript{23} Consumers are often much more sophisticated than what they are attributed for – most times they are aware of the motivation behind corporate social activities. However, most consumers justify the means and believe that CRM is actually a legitimate business activity and should


\textsuperscript{21} Hamish Pringle & Majorie Thompson (2001), 5-6.


be a standard course of business routine by any company - for instance 67% of the consumers in the UK.\textsuperscript{24}

Tactical CRM is designed to answer to ‘short-term’ need, while strategic CRM is designed to answer those needs being ‘long-termed’, hence, the term ‘strategic’. The highest ROI is reached through strategic CRM which is considered to be most effective. Research shows that consumers perceive a long-term corporate support of a worthy social goal to be a sincere corporate responsible corporation, compared to the tactical CRM Corporation, which is perceived as being opportunist.\textsuperscript{25} A negative application of a social activity by a corporation would be best demonstrated by the cigarette company Phillip Morris, which heavily campaign the slogan ‘Raising kids who don’t smoke - talk, they'll listen’.\textsuperscript{26}

In light of the above, a successful CRM campaign is a strategic project, synchronized with the corporation's core activities, differentiates the brand values, sends loud and clear message and tackles a real social need.

**D. Main advantages for corporations through applying CSR activity**

Engaging in CSR activities can help a corporation in various ways.\textsuperscript{27} Differentiation from competitors, building of an emotional bond with costumers, increasing employees' satisfaction and loyalty, creation of a greater acceptance of customers to increasing prices and different 'unpopular' acts, generation of a positive publicity, counter negative publicity, build corporate reputation and brand loyalty.

In the era of increased competition, the consumer is in a better position and feels legitimatized to demand directly or indirectly from companies to act in one way or another. Recent studies show that consumers are able to distinguish between corporations that initiate proactive moves in their selected social goals with corporations that adopt a social policy only as part of competition between brands. Those consumers award the proactive corporation by acquiring a

certain brand.\textsuperscript{28} A survey conducted in the United States indicates that 92\% of consumers have a better opinion of a certain brand if that brand contributes to an important cause.\textsuperscript{29} 87\% of consumers choose a different brand than they usually consume if this brand is linked to a good cause. As quoted on page 7 of that survey: "Good is the new Black: Cause is Here to stay". Maslow's ‘scale of needs’-theory explains how one is driven by unsatisfied needs, and once a basic need is provided, different needs become more significant to satisfaction.\textsuperscript{30} In our context, it seems that social marketing provides a person with self-esteem and fulfillment of oneself. Research indicates clearly that identification with corporate responsibility, a corporation contributes to a sense of the consumer's self-esteem.\textsuperscript{31}

Added to that, one can point on a prominent distinct link between corporate financial success and strength of the community in which the corporation operates. A recent study, published by Stanford University, examined the opinions of 759 MBA graduates from top 11 schools in the United States. An amazing figure of 97.3\% of respondents were willing to give up on an average of 14.4\% of their salary wages to work for a fully responsible organization.\textsuperscript{32}

This engagement of the workers of the corporation themselves causes some advantages not only for the corporation itself. The corporation allocates funds from its budget but at the same time allocates its human resources. Project management personnel from within the corporation and human capital among its employees are allocated or even volunteering for in the project. The corporation contributes its professional knowledge, allows the use of its facilities and infrastructure and donates its spare equipment to the benefit of the project and therefore in last instance the society. Two examples for illustration: British Telecommunications Company BT in collaboration with UNICEF has set up the well established internet project ‘Better world campaign’.\textsuperscript{33} It is aimed at teaching children communication skills to achieve various goals. Apart from the establishment and operation of infrastructure for the project, the involvement of the corporation includes about 3,000 of its

\textsuperscript{31} Bhattacharya and Sen (2004), 6.
workers, who teach communication classes in schools and in youth clubs – 146,000 children have been reached in 2008. Another example is the Allianz International Insurance Corporation, which operates an extensive ‘Micro-insurance’ project in some developing countries as Indonesia, Egypt, Senegal, India and Cameroon. Allianz, in cooperation with some local non-profit organizations, offers a developing service delivery in the micro-finance field, primarily health insurances for small entrepreneurs and their employees, mainly from underprivileged parts of the population. The project includes a comprehensive financial training partially provided by Allianz working staff and provides them with the everyday needed tools.

E. Legal approaches

Corporate law also presents an old debate regarding the definition of a ‘good corporate citizen’, its purpose and the interests it shall follow. Schematically, one can point on two main opposing approaches, the American ‘economic approach’ and the European ‘social approach’.

In the American ‘economic approach’, the corporation is the private property of its shareholders and members. Therefore its purpose is solely financial-proprietary (property conception) and it shall only focus on maximizing its revenues. This approach developed towards the end of the 19th century. In contradiction with the vision back then – the corporation’s sole purpose is to benefit the state interests – this ‘economic approach’ found a ground in court rulings, stating that the company acts only for the benefit of its shareholders. This legal position was well sound at Dodge v. Ford Motor. However, the scholar Dodd had led to a much ‘softer’ overview, while arguing that since the corporation was an independent entity, legally disconnected from its shareholders and members, it had to act for the good of society and to enact social responsibility. Indeed, over the years, the courts permitted the use of corporate money for humanitarian and educational philanthropy without any proof of direct benefit to the corporation. The American scholar Judge Allen argues that the mergers and acquisitions-wave during the 1970’s and 80’s caused a significant shift towards the social

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approach and was reflected in both court rulings and legislation. However, Allen and other scholars also state that in the upcoming years the ‘economic approach’ will be dominant in the U.S. and in most parts of the world.

Hansmann & Kraakman argue that the economic-capitalistic approach is currently governing the world of business. Based on the ‘shareholder-oriented model’, it focuses on maximization of shareholders profits. In their opinion, history clearly shows that different models, including the state-oriented model, in which the state has the power and legitimacy to influence the corporate management to ensure the existence of public interests, have failed due to the competitive market forces and the influence of different pressure groups. The legal situation in the USA may best be reflected in the corporate law principles, which were formulated by the American Law Institute. They state that the purpose of the corporation is to manage a business activity and to increase the corporate profits and the shareholder return. Only as an exception, the corporation may devote a reasonable amount to philanthropic purposes, considering the contribution of similar companies, the specific circumstances and the volume of assets and profits made by the corporation, and the correlation between the corporate and the social goals it tries to reach.

In the European ‘social approach’, the corporation is not the private property of its shareholders or members, it is a social institution designed to benefit the aggregate well-being (social-entity conception). Accordingly, this approach assumes that the corporation has an undetached social and moral responsibility for broader ‘communities’ or ‘stakeholders’ related to it, who are influenced by it, and therefore has to act to promote their interests.

This approach differs from the ‘economic approach’ mainly because of different perceptions about the nature of society. Institutional framework of the European economy – in particular formal, mandatory and codified rules of law – define the responsibility of corporations and other societal actors for particular social issues. CSR in Europe may appear dispensable since these issues are not left to the free disposition of corporations because they are a part of the

40 American Law Institute, Principles of Corporate Governance: Analysis and Recommendations, §2.01(a), §2.01(b).
41 Matten and Moon (2004), 4.
legal framework.\footnote{Lucian A. Bebchuk and Mark J. Roe, "A Theory of Path Dependence in Corporate Ownership and Governance," 52 Stanford. L. Rev (1999), 127, 137, 163-169.} In contradiction to Hansmann and Kraakman, Bebchuk and Roe emphasize the impact of national characteristics, cultural, political and ideological uniqueness of each country and believe different CSR regimes will continue to exist.\footnote{Matten and Moon (2004), 26.}

However, certain changes in the organizational field of European businesses have occurred, which increased the pressure towards corporations to think more thoroughly about explicit CSR policies, programs and practices (voluntary, self-interest driven policies), outside of the implicit CSR activities, the country's formal and informal assignments on corporations, which derive from the rules and regulations. Nevertheless, we also recognize that there are features of American societal governance which resemble some features of the European model and indeed in some cases were pioneering cases of government regulations for social responsibility. Matten and Moon suggest that nowadays, both U.S and European corporations find the distinction between implicit CSR to explicit CSR blur. Therefore corporations voluntarily become involved in designing and implementing significant parts of the regulatory framework, which results in more or less binding elements of implicit CSR in the regulatory framework of the business.

**II. Campaign theory**

**A. Introduction**

After having analyzed where the concept of CSR comes from and what the current status of CSR is, it is of essential importance to give a review about the current literature regarding theories for running such campaigns. This project's main focus is to take stock and analyze UEFA's 'Respect campaign' and give suggestions of how to run and/or change it in order to be more effective or even to recommend changes to all of UEFA's various activities on the CSR field.

Regarding campaign theory, there is a vast literature out there.\footnote{Peter Fusco, Running: How To Design And Execute A Winning Political Campaign (Scotts Valley: CreatePress, 2008); Mark Lattimer, The Campaign Handbook (London: Directory of Social Change, 2000);} These theories mainly focus on political campaigning and the running of campaigns in a purely economical environment.
Therefore, most of these academic works are not at all applicable to social responsibility campaigns of sporting bodies, like UEFA. During our research period however, we came across two very interesting theories that turned out to be highly helpful for our purposes: The theory of ‘integrated communication’ by Bruhn and Metzinger’s quite recent theory of ‘business campaigning’.\(^{45}\) We want to focus our attention and the limited space here on these two academic works, on their similarities and differences and how they can help us in our aim to strengthen UEFA’s social responsibility activities. In a first step, we will describe both theories and their use for UEFA’s purposes. We will then use them and describe what the theories can contribute to the challenge of the ‘Respect campaign’s’ implementation. So what do entities have to adhere when it comes to planning and implementing a CSR campaign – as UEFA’s ‘Respect campaign’? Let us first start with the concept of ‘integrated communication’.

B. ‘Integrated communication’\(^{46}\)

‘Integrated communication’ is a phrase used for a new concept in business environments since the mid-1990s. Communication activities in the past were merely concentrated on the competition on the product level. All that companies did was trying to be more innovative through the adoption of improvements of their products or services. However, since the early to mid-1990s the differences on the sole product level did become more and more insignificant and to a certain degree a border has been reached on the front of this purely product specific competition. Hence, companies had to look for other specific traits that help them establish a certain distinction in the competition with their rivals. This new movement more and more focuses on the realm of communication. One can easily see the implications for the project at

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hand: UEFA’s CSR activities. After taking a look at the theory behind ‘integrated communication’ how much can be learnt from this academic theory?

1) Definition of ‘integrated communication’

In the concept of ‘integrated communication’, companies must try to use and adjust the different resources of corporate communications in order to establish an authentic and consistent picture in the customers’ minds. One of the most well known spokespersons of the theory behind the concept of ‘integrated communication’ is Manfred Bruhn, who gives the following definition:

“In integrated communication is a process of analysis, planning, organization, implementation and evaluative control which is aimed at producing a unity out of all the different sources of an entity’s internal and external communication means in order to form a consistent image of the entity in its communication’s target group.”47

Therefore, the main focus of ‘integrated communication’ is to build up a consistent image for corporations. In order to reach this goal, three main requirements can be deduced from Bruhn’s definition: The planning process, the organization and, of course, the integration on the personnel level.

2) Planning process

The most important process on the planning level is to harmonize the two fundamentally different communication levels in an entity. On the one hand, there is always the perspective of the corporation as a whole, mainly that given from the top level – the CEO, president, etc. for the broad and final aim of a corporation’s communication – what should we stand for and why. On the other hand, there is also the perspective of a corporation’s different divisions, for example communication, marketing, PR, corporate social responsibility, etc. Naturally, the approaches of these different levels are fundamentally dissimilar to one another: the first mentioned is a top down, the latter is deemed to use a bottom up approach. Hence, to bring these two different approaches together, to harmonize and integrate them into one strategic approach is the first fundamental prerequisite of the concept of an ‘integrated communication’.

47 Idem, 96.
3) Organization and operation

In order for ‘integrated communication’ to develop, there has to be a permanent and detailed examination of the current entity’s internal organization. This has to be two-folded: Of course, a check-up concerning the hierarchy of the organizational structure has to happen – who has the final competence regarding all communication activities. Naturally, this unit/department should be as high ranking in the hierarchy as possible. But at the same time there also has to be a clear and accurate scan of the operational structure – do the right staff units take decisions, who gives information, how is this information given forth and processed.

4) Integration on the personnel level

The increasing specialization of our times bears the tremendous risk of people and divisions only being able to take into account their own instrument of communication. Different divisions may therefore only take into account their own goals and their own instruments without seeing the necessity to work on a united approach. This naturally contradicts the aim of ‘integrated communication’. Hence, it is of vital importance for any entity trying to establish the concept of ‘integrated communication’, to promote the willingness to cooperate and coordinate of its staff and to clearly communicate the advantages of this concept. The idea of ‘integrated communication’ gives a very good starting point and provides for orientation for entities that look for a guideline in their communication strategy. This concept helps in taking stock of the current status of one’s communication activities in order to integrate them and make them more effective.

C. ‘Business campaigning’\(^{48}\)

Besides the concept of ‘integrated communication’, another concept especially caught our eyes as being very useful for the purposes of this report: ‘business campaigning’. Just as ‘integrated communication’ the overriding aim of ‘business campaigning’ is to give campaigns a structure, to make planning processes more efficient, implementation easier and to make them more effective as a whole.

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1) Definition of ‘business campaigning’

Peter Metzinger, who is the principal advocate of the concept of business campaigning, starts a definition from the term ‘campaign’ itself. A ‘campaign’ is as a process of change in order to reach a certain goal through adept application of communication strategies. Following this definition of a campaign Metzinger tells us that ‘business campaigning’ is the management of this process of change which provides us with many guidelines for the systematic development and analysis of effective strategies.

2) Focus on planning processes

The concept of ‘business campaigning’ focuses on the planning processes regarding tangible activities during a campaign. Metzinger gives four different levels of planning processes which have to be distinguished and adhered to if a campaign has to be integrated.

a. Normative level

The normative level of planning gives importance to the fundamental concept, to the overall mission statement and the elementary topics of a campaign. Here, such basic questions as for example do we want focus on certain grand topics or only on certain partial aspects have to be answered. Moreover, it is vital to every successful campaign to identify its goals. Naturally, all of these aspects of the planning process’s normative level are the duties of the highest organizational level of the entity.

b. Strategic level

The strategic level of planning has to answer the question of timing – how long is the time horizon for the campaign in its entirety. It may be useful to subdivide the campaign as a whole into different strategic sub-campaigns analog to its goals. Here, the decision-making authority has to lie also with the highest level of the entity. However, the preparation and planning as well as the recommendation for certain actions must be located with the adequate experts of a defined department, for example specialists for CSR, marketing, operational services, etc.

c. Operational level

In contrast to the strategic level of the planning process, which is mainly occupied with the long-term aims of a campaign, the operational level is engaged solely with its mid-term goals.
linked to the above mentioned sub-campaigns. This level of the planning process is typically, where smaller projects in order to reach defined sub-goals are positioned.

d. Tactical level

The tactical level of the planning process handles the enforcement of short-term goals. Typical examples for this are the presence in the media on a certain day or linked to a certain single activity which is part of the campaign.

The latter two levels are more or less the day-to-day activities of a campaign. Therefore, the different divisions of a corporations or association run these levels and the high-level employees of an entity are not involved at all.

Metzinger stresses the enormous importance for all of these four levels of the planning process to be filled with transparent, comprehensible and easily traceable targets and contents in order to be successful, effective and sustainable. Without these prerequisites campaigning often results in unoriented activism of an entity on the tactical level not bringing the actors closer to its long-term goals. This in turn will have a huge negative impact on the motivation of the operational employees who are trying to implement the campaign on a daily basis.

D. ‘Integrated communication’ or ‘business campaigning’?

As to the question which one of these two concepts is a better fit for the real world, we want to propose to use them both at the same time and conjoin them. After all, there are not many differences inherent to them. They both concentrate on how to make a campaign more efficient. They both center on long-term goals and call for powerful organizational and operational structures. They both emphasize the importance of an unambiguous allocation of competences in the entity. The main distinction between them and hence the reason for us to propose a conjoint application is their way of proposing the above mentioned facts: Kuhn focuses on giving illustrations of the different communicational tools a corporation has at hand. Bruhn’s concept on the other hand, adds to the theory the complex description of the requirements of a successful campaign.

Taking into account that the persons responsible for an entity’s communicational appearance do know the different tools they can use and the challenges they face applying them, we think that the concept of ‘business campaigning’ adds vital factors to the older theory of ‘integrated communication’. Bruhns concentrated on giving practical advice on how to solve the
problems heads of communication confront and helps to work out the details of guidelines of how to integrate a successful and sustainable campaign on the practical level.

Chapter 2: CSR in sports and an analysis of UEFA’s main stakeholders

I. CSR in Sports

CSR is gaining considerable importance in the sporting industry. It has been acknowledged that sport is unique for being both a social and an economical phenomenon. As such, sport is well suited to be interconnected with the business principles and practices of CSR.  

As recently as 15 years ago, CSR issues did not play a significant role in sport at all. However, most sport organizations have come to realize that strong relations with the community are essential for a sport organization to succeed. It affects the organization's ability to attract fans, secure corporate sponsors and also affects dealings with governments and other major stakeholders. Therefore, nowadays, professional sport organizations, are entering into socially responsible initiatives at a rapid pace, and currently most of professional sport organizations have ‘community affairs’, ‘community outreach’ or even ‘social responsibility’ departments. Moreover, many are creating foundations to support social causes in their communities and beyond. A number of levels of socially responsible behaviors are evident in the sporting industry.

A. National Federations

Many federations, professional sport leagues and associations have initiated league-wide programs to address social concerns.

'Respect on all Fields’ – Fédération Française de Football (FFF) campaign serves as a great example: It was launched to support France's bid for the EURO 2016. With a 2 Million

51 Bradish and Cronin (2009), 692.
Euros yearly budget – paid by the FFF and corporate sponsorship – it encourages, implements and supports educational and citizenship programs within all of France's football clubs, which revolve around three key themes: ‘Self-Respect’, ‘Respect for Others’ and ‘Respect for the Environment’.

Similarly, the ‘Respect campaign’ of the English Football Association (EFA), launched in 2007, provides all level of leagues, coaches and players with guidance and assistance to promote a safer and healthier atmosphere around football and promotes a code of conduct in English football-society, which is implemented in several ways among players, referees and spectators. EFA reports promising results: the misconduct in grass root football dropped 9% in the first year to the campaign, while assaults on referees were reduced by 26%.

**B. Worldwide federations**

FIFA serves as a great example, as a very dominant global federation who uses its major competitions as a platform for addressing social concerns. Its ‘Fair Play Campaign’ was conceived mainly as an indirect result of the 1986 FIFA World Cup in Mexico and the infamous hand-goal by Diego Armando Maradona. FIFA has created an easily understandable code of conduct that can be recognized and respected by players and reinforce the sense of fraternity and cooperation among the members of the worldwide football family. FIFA, which was one

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of the first sport organizations to form an internal corporate social responsibility department, has also initiated the 'Football for Hope Movement'.\(^{57}\) This is done in a strategic alliance with ‘Streetfootballworld’, a social profit organization that brings different relevant actors together to strengthen local organizations that use the potential of football to promote and facilitate sustainable social development. The alliance functions as an umbrella for FIFA's establishments of a quality and sustainable social and human development programs for children and young people with a focus on football. Through this alliance FIFA is active in health promotion, peace building, children’s rights and education, anti-discrimination, social integration and environmental activities, and plays an active role among those who contribute to the UN ‘Millennium Development Goals’.\(^{58}\)

C. Professional football clubs

An increasing number of professional sports teams set up their own programs which address social concerns. London’s Arsenal FC community's engagement stands out here.\(^{59}\) It began in the early eighties, when England was rocked by racial and social unrest. It offers young people the opportunity to play football while taking advantage of other forms of education, social inclusion and employment programs and is currently established in many other countries around the globe. 5.5 million hours of time have been invested, and more than one million participants undertook wide variety activities in both UK and overseas.

D. Players

Athletes are increasingly involved in socially responsible initiatives – some even form their own foundations. A constant increasing number of active and former players around the globe set-up their own foundation or become a spokesperson for different social projects. Football star David Beckham has supported different charities during his career and created his own foundation.\(^{60}\) Lilian Thuram, who was born in Guadeloupe and played for the French national


\(^{58}\) The UN Millenium Development Goals are eight goals and twenty-one targets that have to be realized by 2015. All United Nation member States and some international organizations have agreed to achieve the goals. [http://www.un.org/millenniumgoals/](http://www.un.org/millenniumgoals/) (accessed July 4, 2010).


team, is an active player in the fight against Racism. The objective of his foundation is to dismiss prejudices and to educate for anti racism. Johan Cruyff, a former Dutch player and the European soccer player of the century, established a foundation for underprivileged children through sport stimulations. Those athletes and others usually cooperate with clubs, federations, municipal agencies and governments to achieve social contributions.

E. Events

Major sport events implement socially responsible projects. These events have the potential to create a legacy in host cities and countries via a number of related factors, which includes social – so-called ‘soft’ and ‘hard’ – legacy factors. Mega sport events also face greater pressure to be socially responsible. These often result from a stakeholder concern related to potential negative social and environmental impacts of the events, for instance how public money spent for these events can best contribute to social well-being.

NFL is one of world's leading sport organizations to exploit the great benefits of major sporting events. Among its diverse CSR activities, it uses the NFL's yearly final event, the ‘Super Bowl’, to enhance several large-scale societal contributions. Amongst its many event-based actions, the NFL constructs educational and recreational centers in cities hosting the ‘Super Bowl’. This targets the lives of youth living in often-troubled neighborhoods. It also creates a yearly so-called ‘community blitz’. Through this action the NFL raises awareness of a societal issue, which is most relevant to the host city. This is reached by several activities within local communities, revolving around the specific issue and involving NFL well known role models.

Similarly, the NBA hosts a variety of local community outreach efforts during the NBA ‘All-Star Weekend’, its ‘Finals’, the NBA draft and international pre-season games. All these activities are based upon community partners’, teams’ and players’ cooperation. NBA focuses

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63 Babiak and Wolfe (2006), 216

mainly on messages concerning healthy living, community leadership, empowering and constructions and infrastructure relating to ‘hard’ legacies.65

F. Corporations and non-profit organizations

CSR initiatives of sport organizations have some advantages that other organizations in other industries do not have. Amongst these are the cachet of celebrity athletes, and the media exposure of the events, leagues, teams and athletes themselves. These advantages result in sport organizations having better effects than other businesses, especially in areas such as education, health, environment and socio-cultural enrichment.66 Therefore, collaborating with sport organizations/athletes/teams in CSR initiatives is very attractive to corporate and non-profit organizations wanting to increase their CSR impact and to be perceived as good corporate citizens by stakeholders.67 Nike for example, engages its brand with several CSR projects (e.g. Livestrong) and constantly innovates for a better world through sport (e.g. The Homeless World Cup). It also provides successful societal programs with financial and structural support.68 As such, it created a foundation focusing on empowering adolescent girls in developing world countries in order to fight poverty.69 Over the last three years, it invested $41.9 million in this program, and over the six-year life of this ‘Nike Foundation’, it has raised more than $100 million to benefit this cause only.70 UNICEF sets up an example for a non-profit organization, which uses the benefits of sports to achieve its objectives and goals, mainly through the 'UNICEF football program'.71 In last few years, it formed partnerships with FIFA and leading football clubs – e.g. Barcelona CF – in order to generate greater awareness and attract bigger donations for its different projects and causes. Such alliances work both ways, providing the partners with an improved image, allowing them to attract new sponsors that want to be associated with such positive image.

As a leader football regulator, UEFA social responsibility's opportunities are wide, diverse and very relevant to most activities mentioned. Following the above, we will analyze UEFA's current activities and structural actions in the field of social responsibility and suggest an ideal format of CSR global communication activities under the umbrella of the ‘Respect Campaign’.

II. Brief analysis of UEFA’s main stakeholders

A stakeholder analysis is an important part of project planning, which will be done in the final ‘Chapter 4: Recommendations’. This stakeholder analysis will be based on the well-known pyramid structure inherent to sport organizations and the studied theory about stakeholder analysis.

A stakeholder is an actor with a vested interest in an organization or project. It can be any individual, group or institution that is affected in a positive or negative way or any individual or group that has certain knowledge, impact or interest in the sport. A stakeholder analysis is a systematic gathering process for analyzing qualitative information and the interest that should be taken into account when developing and/or implementing a policy or program. Therefore we need to analyze in this those stakeholders, people or organizations, that are important for the working of UEFA. Thus, this analysis will document information such as key stakeholders, their roles, their level of interest and influence.

The key stakeholders for UEFA can be deduced from the pyramid structure that is inherent to sport organizations. The top of the pyramid is formed by UEFA. It organizes the European championships, administers rules and forms the link to the international federation FIFA. The member states of UEFA are 53 national associations. Their area of operation is confined to a

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single country and they represent their country within UEFA. The clubs form the base of the pyramid. They offer the possibility of engaging in sport locally, thereby promoting the idea ‘sport for all’, but they can also be competitive and professional. The members of the clubs are the athletes who form the lowest level of the pyramid.\textsuperscript{74}

Other important stakeholders are coaches, referees, player agents, media, sponsors and other sport federations. Further institutional stakeholders are the European Club Associations (ECA), the Association of European Professional Football Leagues (EPFL), the National Player Trade Unions (FIFPro), the Football Supporters Europe (FSE) and the European Union (EC/Council of Europe). These have to be defined as primary or secondary, depending on their influence and importance regarding the game.

Chapter 3: UEFA’s CSR-activities and the current status of the RC:

I. UEFA’s CSR-activities

The partnership portfolio is the cornerstone of UEFA’s policy for external investment in social issues. With these affiliations UEFA tries to attract attention to the way in which UEFA helps to shape football’s role in society but also tries to raise public awareness of the issues they want to tackle. UEFA collaborates with different organizations to realize this dual purpose and has set up core and ad hoc partnerships.

These are indeed extraordinary activities in the field of social responsibility. However, it is vital to mention the fact that for example FIFA aligns all its CSR activities through the use of the strong global network ‘Streetfootballworld’. In this partnership ‘Streetfootballworld’ uses FIFA’s good name and therefore provides FIFA with the publicity and visibility of a socially responsible citizen – a basic ‘must’ in CRM, which is not applied by UEFA under the umbrella of the ‘Respect campaign’.

UEFA’s program has centered on a portfolio of core partnerships with organizations that focus on strategically selected problems. Those selected problems can be divided into six themes namely, Football, Racism and Discrimination, Football, Peace and Reconciliation,

\textsuperscript{74} Classes Denis Oswald, “Introduction of sport – the private sector of sport,” (Neuchâtel, 2010).
Football for All, Football and Humanitarian Aid, Football and Health and Football and the Environment.

The core portfolio is complemented by ad hoc contributions and the yearly Monaco Award. UEFA supports both the core and ad hoc partners with communication activities and financial support. In compliance with international standards, UEFA ensures a total yearly budget for donations of 0.7% of the UEFA average gross income. In this part we will give an overview of the different projects supported by UEFA.

A. Core Partnerships

The core partnerships are relationships that have been developed over the years with partners chosen for their reliability, their credibility, and for the impact they have demonstrated on the priority issues that resonate best with the interests, profile and values of football. The core partnerships are built on six specific themes. Each of the partners gets a four-year contract and is guaranteed a minimum yearly contribution of 200,000 Euro. But these core partnerships do not just involve financial contributions, it is a commitment to deliver bigger yields over a longer period than traditional ‘charity contributions’ that represent shorter-term and constantly changing relationships.

UEFA’s core partners in their social responsibility strategy are the ‘Special Olympics’, ‘Football Against Racism in Europe’, ‘Cross Cultures Open Fun Football Schools’, ‘Terre des hommes’, ‘Education 4 peace’ and the ‘World Heart Federation’. Below, we will discuss briefly what each organization does.

UEFA gives support to the ‘Special

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75 The international community goal is to spend 0.7% of a country’s GDP on development and assistance. Based on an estimated yearly UEFA average gross income of CHF one billion, UEFA’s budget for FSR would amount to CHF 7 billion.


Olympics’, this organization represents UEFA’s ‘football for all abilities’ theme. This association gives opportunities to more than 3.1 million athletes with intellectual disabilities in over 170 countries. The alliance began in 1998 and aims primarily, to involve more disabled players in football.

The fight against racism and discrimination is lead by ‘Football Against Racism in Europe’ (FARE). This organization was formed in 1999 in Vienna and represents NGO’s, fan groups, migrant and ethnic minority organizations and individuals in over 40 countries. Over the last ten years, activities by FARE and UEFA have heightened awareness of discrimination in football and how to tackle it.

‘Cross Cultures Open Fun Football Schools’, which focuses on reconciliation and peace promotion, creates schools in post-conflict areas with the aim of using children's football as means of facilitating friendship and sporting cooperation between people living in divided communities. Since 1998 the organization has opened more than 1,000 ‘Open Fun Football Schools’ for 200,000 boys and girls in ten countries in some of the most politically turbulent areas in Europe.

‘Terre des hommes’ works to oppose child exploitation and trafficking in central and south-east Europe. UEFA is supporting them in setting up the ‘MOVE’ project in Romania, Moldova and Albania.77

‘Education 4 Peace’, promotes emotional health and behavior amongst the younger generations. It is a non-profit foundation established in 2002 and targets schoolchildren and fan clubs on the theme ‘Master Your Emotions’. Their aim is to integrate behavior-awareness education into all grassroots football training, with ‘Respect’ at its core.

The last current partnership is with the ‘World Heart Federation’. The WHF is committed to helping people achieve a longer and better life through the prevention and control of heart diseases and strokes. The focus of its partnership with UEFA is promoting healthy lifestyles for children and tackling childhood obesity.

B. Ad Hoc Partnerships

The Ad Hoc partners are only allies for one or two years and they get a contribution limited to 150,000 Euro. At the moment UEFA has four ad hoc partners, namely, the ‘Homeless World Cup’, the ‘World Wildlife Fund’ (WWF), the ‘International Committee of the Red Cross’ (ICRC) and the ‘Swiss Academy for Development’.

The ‘Homeless World Cup’ was founded in 2003 and tries to integrate one of the marginalized groups in our society through football. They use football to encourage homeless people to change their lives and also to draw attention to the problems of homelessness around the world.

The ‘World Wildlife Fund’ (WWF) was established in 1961 and has its focus on the environment. The WWF is one of the world's largest and most respected independent conservation organizations, with a global network active in more than 100 countries focused on safeguarding the planet's extraordinary wildlife species and their habitats. UEFA tries to help by switching off the lights during the ‘Earth Hour Campaign’.

‘International Committee of the Red Cross’ (ICRC) focuses on anti-landmine campaigns and rehabilitation. The ICRC's mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. UEFA began working with the ICRC when it supported its anti-landmine campaign in 1997 and also worked with them for the EURO 2004 and 2008 tournament.

The ‘Swiss Academy for Development’ (SAD) established the ‘International Platform on Sport and Development’- website in 2003. UEFA supports the website because it serves as a leading online resource for all involved in sport and development, providing access to detailed information about existing projects and activities. The questions addressed on the website include the focal points of UEFA’s FSR program like combating racism, xenophobia, homophobia, violence and promoting reconciliation, peace and football for people with disabilities.

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II. Taking stock of the current state of the ‘Respect campaign’

After this broad overview over UEFA’s CSR-activities, we need to come back to the core of this project: the ‘Respect campaign’. Where, when and how did it originate? How is ‘Respect’ defined – both by UEFA and globally? What are its key objectives? What is the current status of the ‘Respect campaign’?

A. Creation of the ‘Respect campaign’

The ‘Respect campaign’ was created in early 2008. Although its forerunner, the UEFA ‘Fair Play campaign’, was supposed to be continued and to be UEFA’s main social responsibility campaign for the EURO 2008, it was agreed to be replaced by the ‘Respect campaign’. This decision was finally taken by the UEFA Executive Committee at the Meeting in Vaduz, Liechtenstein, in late March 2008:

“The UEFA President […] proposed developing […] a flexible […] communication brand/tool called Respect. […] The idea is to launch the campaign at UEFA EURO 2008™. Stadium advertising space and other surfaces have been assigned for this purpose. Once launched, the Respect campaign should be developed into a recognized UEFA campaign that is systematically applied and promoted around UEFA competitions […]. Respect will replace fair play but the fair play aspect will become an integral part of the Respect campaign […]. [The aim is] to develop an overarching UEFA Respect communication campaign with the objective of applying it systematically [in the future].”

Naturally, some of the decisions taken in Vaduz were taken retro-actively and the implementation processes for the ‘Respect campaign’ had already started in February upon the request of President Michel Platini in order to meet the tight deadline for UEFA EURO 2008.80

The initial idea for the use of the word ‘Respect’ in connection with UEFA’s FSR activities and the replacement of the already known – though often confused with FIFA’s Fair Play campaign – UEFA ‘Fair Play campaign’ was developed by then new UEFA President Michel

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80 Patrick Gasser, email to Respect Final Project Group, November 23, 2009.
Platini, who came to power after the competitive elections in early 2007 firstly phrased the idea of ‘Respect’ publicly in early 2008 and instigated a conceptual process around it. Platini’s first and foremost reason for initializing such a process was the “the wide usage of the word ‘Respect’ in so many languages”.

For the reason of the rather ad-hoc nature of its creation process, the ‘Respect campaign’ naturally lacks a main written document on which it can be based. That the ‘Respect campaign’ has indeed a huge potential for making a difference was shown shortly after the EURO 2008, when UEFA received the prestigious ‘Willi Daume World Fair Play Trophy’ by the ‘International Committee for Fair Play’ (CIFP), UNESCO and the IOC for the new ‘Respect campaign’ at EURO 2008.

B. Definition of the ‘Respect campaign’

As the creation and first implementation of the ‘Respect campaign’ happened in a very fast and rather unofficial way, it is necessary and useful to compare the way UEFA defines the word ‘Respect’ with its historical roots and its genesis.

1. UEFA’s definition of ‘Respect’

President Platini proposed to use the word ‘Respect’ mainly because this word is used in many different languages. He stated that “the expression ‘Respect’ has a quite positive connotation in many languages”. Indeed, as mentioned in the introduction, ‘Respect’ can be used in many European languages for a wide range of positive themes. Therefore, a campaign resting on the word ‘Respect’ can be a powerful and at the same time flexible tool to communicate a wide range of messages.

A clear definition of the word ‘Respect’ is not given by UEFA. Of course, there is a clear main objective: “To use football as a mobilizing force for the well-being of society and to

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81 UEFA Communication Department, Internal Memo: UEFA Concept Respect (Enclosure 1), January 25, 2008.
82 Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD.
84 Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD.
contribute to the positive atmosphere around football and UEFA competitions.”

Prior to the EURO 2008 UEFA also decided to include certain slogans:

“Promote the notion of respect in the world of football for:
• Referees
• Opponents
• Diversity
• Fair play
• The Laws Of The Game
• The environment”

However, the scope of the word ‘Respect’, where it comes from, what its origins and connotations in detail are, is entirely left open. Let us see what the background research on the origins and the usage of the word ‘Respect’ shows us.

2. Definition of the word ‘Respect’

The word ‘Respect’ comes from the Latin word ‘respicere’ which means ‘to look back’, ‘to regard’ and the perfect passive participle ‘respectus’ which denotes ‘the act of looking back’.

In philosophical realms there has been much debate and countless theories concerning the different kinds of ‘Respect’ and various set of distinctions for the term ‘Respect’. For instance, there is the great European philosopher Immanuel Kant and his ethics with his account of ‘respect for persons’ and philosophical discussions since. As a detailed analysis of these philosophical disputes goes well beyond the scope of this project, we will give a short and practical overview. ‘Respect’ evokes the idea of judging something or someone and constitutes both a positive feeling of esteem for a person or entity. It also denominates specific actions and conduct representative of that esteem regarding what has been done in the past when it is worth being acknowledged. Thus, the notion of ‘Respect’ implies that it can be applied to a person who has done something well, but also to anything that has been stated in

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the past, for instance connected to our project: the rules of a game, the opponent, the referee, etc. This is also the reason why in most languages, it is said that ‘Respect’ has to be earned or deserved.\textsuperscript{90}

Connected to the wide scope of the concept of ‘Respect’, we find it more practical to approach this crucial question by tackling it from another direction, to define it negatively, rather than trying to give a final definition of what ‘Respect’ is: What happens in the absence of ‘Respect’? And quite practically connected to this question: How do we create ‘Respect’?

The absence of ‘Respect’ or a perceived lack of ‘Respect’ leads to conflict, contempt and humiliation. Without ‘Respect’ there is no chance of building long-term and sustainable relationships. ‘Respect’ can be created in many ways: Treating others as they want to be treated. This also brings an element of circularity into the equation, a sustainable self-nurturing process, as things are connected and always interrelated. ‘Respect’ is also connected to the absence of insult, arrogance, disdain, fear of difference and related negative feelings. In turn, ‘respectfulness’ is achieved through tolerance, understanding, courteousness and fair treatment. Taking into account all of the above, the concept of ‘Respect’ can help to avoid conflict or transform existing disputes. It is of no surprise that mediators or even peace-builders cite this exact concept as to be their main secret.\textsuperscript{91}

C. Current status of UEFA’s ‘Respect campaign’

To analyze the current status of UEFA’s ‘Respect campaign’ we want to propose a two-folded approach: How does the implementation currently work on the level of UEFA’s competitions and how does UEFA see the ‘Respect campaign’ in relation to all of its social responsibility activities and communication processes.

1. Implementation in UEFA’s competitions

Since its beginnings and its first appearance during the EURO 2008 in Austria and Switzerland, the ‘Respect campaign’ has come a long way. Considerable initial exposure at the EURO 2008 in Austria and Switzerland was given to it. It started out with initiatives such as ‘respecting the game’, ‘the opposition's national anthem’, ‘the referees’, ‘the environment’

\textsuperscript{90} Beyond intractability.org, “Respect,” \url{http://www.beyondintractability.org/essay/respect/?nid=6573} (accessed May 31, 2010).
and ‘diversity’. This was and is in accordance with the view that there must be respect for the difference and diversity that enriches Europe – as mentioned above, in particular this means strengthening the fight against social problems such as racism, violence, xenophobia and homophobia, and it also stands for reinforced backing for UEFA’s partners who promote sport for the disabled.

The ‘Respect logo’ was visible on every shirt and every drink bottle. Quite notably, the Swiss company Hublot did offer its EURO 2008 advertising boards to the campaign. Their boards were used for the ‘Unite against racism’ campaign, which led to even more publicity for both Hublot and the new campaign. Since then, the campaign has been implemented in the UEFA competitions on every level – clubs, national teams, youth teams, women’s football and futsal. Obviously, the ‘Respect campaign’ is most preeminent on the men’s level and here in the main competitions UEFA Champions League, UEFA Europa League and the UEFA EURO.

All in all, the ‘Respect campaign’s’ implementation on all levels can be described using one single word: visibility. Exposure to the characters ‘Respect’ and the three slogans ‘Respect diversity’, ‘Respect the opponent’ and ‘Respect the game’ is given everywhere – via banners, flags, stickers, advertising boards, teams jerseys, caps, bottles, etc.

To facilitate this implementation, UEFA did already make certain amendments to its competitions’ regulations:

- Article 14: Match Organisation (e.g. Respect Flag)
- Article 19: Kit (e.g. Respect Badge)
- Annex V: Respect Fair Play Assessment
- Annex VI: Commercial Matters

These references to the ‘Respect campaign’ are identical in form for the Champions League regulations, the Europa League regulations and the regulations of the EURO 2012.

UEFA’s main aim is aligning all its competitions in their appearance. The ‘Respect campaign’ is not only one aspect of this process of assimilation but more one of the instruments to reach this goal. If one sees the ‘Respect center’ circle appearing before the match, the blue and

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white ‘Respect logos’ on the advertisement boards or the letters ‘Respect’ in the backdrop of an interview, a sense of ‘UEFA competitions’ should immediately come to mind – similar to the branding of the Champions League and Europa League.

2. The ‘Respect campaign’ in UEFA’s social responsibility activities

The nature of the ‘Respect campaign’ leads to a peculiar position inside UEFA’s organization: On one hand, it is ‘a global communication strategy’.  

Hence, it falls under the responsibility of the Communications and Public Affairs division, headed by William Gaillard who was a main force in starting the ‘Respect campaign’. On the other hand, UEFA’s Football and Social Responsibility department is also competent for anything connected to the ‘Respect campaign’. To what extent this might or might not cause challenges in adopting the ‘Respect campaign’s’ administration and implementation on a day to day basis this needs to be discussed later.

Whenever an entity initiates a campaign, one of the crucial factors is the communication to the broad public through its website. After all, in most cases the website is the first and in many instances also the only point of contact for such campaigns. On UEFA’s website, ‘Respect’ is only one of various branches under the section named ‘Social’ – beside partnerships, anti-racism, charity, etc. As explained above, UEFA performs numerous activities of social responsibility. Compared to the main objective of creating “an overarching UEFA Respect communication campaign with the objective of applying it systematically around future UEFA competitions and promoting it via UEFA media outlets” this is a rather interesting state.

This leads us straight into this projects core part: The discussion of the strengths, weaknesses, opportunities and threats of UEFA’s ‘Respect campaign’.

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94 UEFA Memo, To the Executive Committee: Legal Consequences of the approval of the RESPECT concept on the UEFA regulations, March 11, 2008.
95 UEFA Memo, To the Executive Committee: UEFA RESPECT concept, March 3, 2008.
Chapter 4: Recommendations for UEFA concerning the ‘Respect campaign’

I. S-W-O-T-analysis and basic decision to be taken by UEFA

The current state of the ‘Respect campaign’ being analyzed in the previous chapter, this section aims to analyze its strengths, weaknesses, opportunities and threats. This comparison of strengths, weaknesses, opportunities and threats is referred to as a SWOT-analysis. Its central purpose is to identify the strategies to exploit external opportunities, counter threats, build on and protect strengths and eradicate weaknesses. The SWOT-analysis will provide us with a model for understanding the relationship between UEFA’s internal resources and its external environment. This is essential for our major undertaking of making recommendations to UEFA concerning the overhaul of the ‘Respect campaign’, as we will come back to and use the results of the SWOT-analysis. Naturally, we will mainly focus the ‘Respect campaign’s’ weaknesses and threats for this purpose. However, it is important to firstly point out the already strong aspects of the ‘Respect campaign’ and the major opportunities it could actually exploit.

A. Strengths

Besides the obvious fact that CSR – or in the case of UEFA: FSR – is generally seen as a responsible activity, as something good to be done by ‘corporate citizens’, it has to be pointed out that there are also some other strong points of the current ‘Respect campaign’:

- The structure is already in place – There may have to happen certain adjustments but generally it has to be said that there is an FSR department and there are UEFA employees who are responsible for all of UEFA’s social responsible activities.

- The word ‘Respect’ itself conveys a strong and powerful idea – Whenever ‘Respect’ is used, it conveys positive feelings and emotions.

- The full support of UEFA President Platini – After all it was him, who created the ‘Respect campaign’.

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• The visibility – Though we will recommend lots of changes in this department, it must be said, that the visibility is one of the strong points of the current campaign.

B. Opportunities

The major opportunities we see for the ‘Respect campaign’ are:

• The creation of the ‘Respect campaign’ as an umbrella for all of UEFA’s activities in the social responsibility realm – A ‘global communication strategy.

• The existence of other ‘Respect campaign’ on national levels (e.g. UK, France) – The possibility of aligning these activities with UEFA’s own ‘Respect campaign’.

• The creation of an inter-seasonal competition for the 2007 abolished ‘Intertoto Cup’ – Revive such a competition based on the principles of ‘Respect’.

These strengths and opportunities will guide us in the process of finding recommendations. They obviously should be used and built upon due to the simple fact that they already exist.

However, we also have to point out the main weaknesses and threats that always have to be kept in mind when launching a project to revamp the ‘Respect campaign’.

C. Threats

The major threats to UEFA’s ‘Respect campaign’ are very clear:

• The vague and blurred definition of ‘Respect’ – This fact is closely linked to one of ‘Respects’ major threats. As the word is so wide and broad, there is always the possibility of a campaign becoming potentially too wide.

• The danger of activism – The ‘Respect campaign’ is fairly new and its process of creation was rather unconventional and ad-hoc. Thus, implementation and important theoretical background work had and have to happen at the same time, which always bears the danger of too many and too different actions happening.

D. Weaknesses

The weaknesses of the current ‘Respect campaign’ will be our major focus when suggesting changes to UEFA. All our recommendations will be based on these weaknesses and will try to
eliminate them one by one.

- The lack of a central written document or paragraphs concerning ‘Respect’ in general and the idea behind the ‘Respect campaign’ in the UEFA statutes.

- The almost complete lack of references to the ‘Respect campaign’ in the regulations of UEFA’s main competitions.

- The responsibilities at UEFA internally are not cleared up.

- The manpower behind the ‘Respect campaign’ is insufficient.

- The budget behind the ‘Respect campaign’ is insufficient.

- The themes or slogans of the ‘Respect campaign’ are not clearly defined and lack consistency.

- The non-existence of an evaluation system to track the success of the ‘Respect campaign’.

- The implementation of the ‘Respect campaign’’s main ideas does not happen on player’s, club’s and federation’s level.

- There is no disciplinary committee overseeing the adherence of the principles behind ‘Respect’ by players.

- There is no implementation of the ‘Respect campaign’’s values as a ‘must’-criteria on:
  - The licensing level for clubs.
  - The bidding processes of UEFA’s competitions for host federations.

These threats and weaknesses can be well addressed by making the ‘Respect campaign’ a ‘global communication concept’ and an umbrella for all of UEFA’s FSR activities.

E. Decision to be taken by UEFA

Before going into detail about potential suggestions to UEFA concerning the ‘Respect campaign’, UEFA has to take a very important decision. It has three main options for the
future:

- UEFA can drop the ‘Respect campaign’
- UEFA can transform the ‘Respect campaign’ into a purely PR-oriented concept or
- UEFA can decide to use the idea behind ‘Respect’ as a global communication strategy.

This decision must be taken by UEFA in a timely manner according to the later proposed timeline.

1. **Dropping the ‘Respect campaign’**

First of all UEFA can leave the current ‘Respect campaign’ alone and start all over. UEFA started the campaign in an ad hoc way and until today they do not have a written document with clear goals and objectives. A suggestion therefore could be to start from scratch and begin with the most essential part, the writing of the missing document. In our opinion this is not the best option, as it would take time, effort and cost money. But, more important, it will confuse the football fans and will endanger the credibility of UEFA.

2. **Transformation into strict PR-concept**

Another option is to use the ‘Respect campaign’ strictly for PR-purposes. This alternative is close to what the ‘Respect campaign’ is right now, as the exposure of the current campaign is its strength. If UEFA selects this option they could focus even more on visibility and build further on what is already out there. UEFA could still use the ‘Respect campaign’ during its competitions but money and time, coming with pursuing a PR-campaign, could be saved.

3. **Transformation into ‘global communication strategy’**

The last alternative is to use the ‘Respect campaign’ as a ‘global communication strategy’. This option goes back to UEFA’s initial purpose. The main objective of creating the ‘Respect campaign’ was “to create an overarching communication campaign with the objective of applying it systematically in UEFA’s competitions and promoting it via UEFA media outlets.”

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Naturally this option will be more time intensive and will cost more money. We think that UEFA should opt for the last alternative. Based on the SWOT-analysis, we will present recommendations for a plan to ‘reloaded’ the ‘Respect campaign’.

II. ‘Respect campaign reloaded’

A. Themes

The next step in our suggested plan for the renewal of UEFA’s ‘Respect campaign’ is of major importance: It is connected to the central themes, the slogans of the campaign.

1. Situation analysis

The current situation regarding the central slogans of UEFA’s ‘Respect campaign’ needs to be improved. The themes are not consolidated, defined unclearly, there is no defined system and they keep changing. When UEFA asked for this consultancy project regarding their ‘Respect campaign’ back in September 2009 the three central themes were ‘Respect the game, diversity and the environment’. Since we started working on this project, these changed to ‘Respect the game, diversity and the opponent’ and there’s still discussion amongst UEFA’s administration about this. The public and media are therefore left with unclear themes. This additionally shows two things, both positive and negative: on the one hand it illustrates the involvement and importance the ‘Respect project’ has to UEFA’s high-ranking officials, but on the other hand it demonstrates that the rather ad-hoc nature of its creation is still deeply entrenched in the ‘Respect campaign’s’ genes. As our final aim is to make suggestions helping to consolidate a clear image of the ‘Respect campaign’, it is a must that besides all the other recommendations of this chapter there has to be a clear system of slogans in place. How to creatively establish such a framework will be explained now.

2. System of themes

For a set definition of slogans for the ‘Respect campaign’ several questions must be tackled: the number – how many slogans are best – the international aspect – do we want or need a translation of the main themes into the national languages of UEFA’s currently 53 member associations – and finally and maybe most importantly the set-up of ‘Respect campaign’s’

messages – do we want a system of only x main slogans or do we decide for a system made up of x main and x sub-slogans – and if the latter, what slogans?¹⁰⁰

**a. Number**

Our suggestion is to stick with three main themes. This is for the rather obvious reason that the ‘Respect campaign’ has already been introduced visibly since 2008. Through that, all main stakeholders will not be confounded more by a change in the number of main slogans and the evolution into the new ‘Respect campaign’ can happen smoothly.

**b. Internationalization**

The aspect of internationalization of the ‘Respect campaign’s’ documents, logo and TV-spot is an interesting one. The ‘Respect TV-Spot’ produced by ‘Ecoute Media Ltd’.¹⁰¹ is translated into many different languages and shown during breaks of UEFA competitions. Our suggestion, in order to additionally help produce one single image for the ‘Respect campaign’, is two-fold: promote the campaign’s main themes in one single language, preferably English for the obvious reason that English is the most common language spoken by almost everybody. This has several advantages: the practical economical advantage of streamlining all central documents into one language and the notion of English being the world-language and hence giving the ‘Respect campaign’ a campaign of major importance. Naturally, at the same time we propose that when the ‘Respect campaign’ touches national levels/matches all the documents (flyers, brochures, etc.) at the venue have to be published in the national languages.

**c. Three main slogans vs. system of sub-slogans**

A decisive question for the campaign as a whole is the system of themes it operated in. There are two main solutions for this: having a system of three of main slogans vs. a system of main slogans plus several sub-slogans. Right now, UEFA has established the first system: ‘Respect for the game, diversity and the opponent’. But there are clear hints to UEFA ‘Respect’ is obviously more than just three main slogans but at the same time UEFA is unsure about the messages it should convey in the first place: in the few written documents about the ‘Respect

campaign’ there are different themes and different systems. One time it’s ‘Respect referees, opponents, diversity, fair play, the laws of the game, the environment’ – another time we find also ‘Respect for coaches’ and nothing about ‘the laws of the game’.  

This clearly means that UEFA itself – this is also caused by the lack of a written document and a clear theoretical definition about what ‘Respect’ is – reckons the necessity to establish a system where there are certain main slogans which in turn are connected to a sub-system of under-slogans.

So, clearly our recommendation is to develop a clear system of main themes and connected sub-slogans – if all of these main slogans need to or should be divided further, needs to be discussed. Another question turning up now is if and how these themes are written in stone. Naturally, the importance of certain themes in society as a whole and regarding the sport of football itself is subject to a constantly evolving process. Matters that might be important at certain times might lose in significance over time – or vice-versa. Therefore our recommendation to UEFA is to include a measure of reassessment of the ‘Respect campaign’s’ central themes at certain time frames. We think such an assessment can happen every four years, for example before every EURO, consequently using UEFA’s main competition as a ‘big bang opener’ for the then reassessed themes.

3. General ideas of themes

As we have established the theoretical system of the ‘Respect campaign’ being a framework of three main themes and sub-levels, we now will discuss what these themes and their sub-slogans ought to be, rank them according to their importance.

a. Three main themes

First of all, there can be no question about two of the three major themes: ‘Respect for the Game’ and ‘Respect for Diversity’. According to UEFA President Michel Platini, ‘diversity’ is clearly the leading idea behind the whole campaign which lead him to the concept itself and ‘the Game’ is naturally the central concern for a governing body of a sport like UEFA and deeply entrenched in nature of competitive sport itself.  

102 UEFA Executive Committee, Committee meeting Vaduz, March 28, 2008; UEFA Memo, To the Executive Committee: UEFA RESPECT concept, March 3, 2008.  
103 Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on
When it comes to the third of the current mottos, ‘Respect for the Opponent’, it starts to be rather unclear. We see challenges of definition, a clear classification and thus a definite additional meaning within the campaign. Obviously, ‘the opponent’ is a part of ‘the game’ of football and consequently covered already. We believe that ‘Respect for the Opponent’ should be dropped. Hence, the possibility arises to include an entirely fresh and fundamentally different theme. As we see it, the third slogan should be ‘the Environment’ – once again, as it has been there already when the ‘Respect campaign’ was launched in 2008. The reason for being dropped in late 2009 was the feeling of UEFA, that when including the environmental theme they would be subjected to all kinds of criticism. Going through data of UEFA Committee meetings, there was concern about measures like an introduction of a UEFA CO2 flight carbon offset system as being potentially “perceived as a paid license to pollute”.104 With the words of UEFA President Platini: “UEFA is only focused on football and not responsible for that big issue”.105 However, we strongly believe that environmental issues are of such a huge importance that this issue must be included. Moreover, it is agreed that the issue of the environment is a central part to CSR in our time.106 For an organization as deeply rooted in internationalism as UEFA there should be no doubt about this. With being the organizer of mega events like the Champions League, the Europa League and last but not least the EURO, comes the responsibility for the environment in all shapes and shades. Not only the rather straight forward measure of the carbon footprint but also issues like recycling, garbage disposal and renewable energies. UEFA does indeed many of those things – e.g. in its bidding processes for the EURO – but we recommend aligning these activities under the umbrella of ‘Respect the Environment’ as one of the three major themes and therefore make them more public.107

b. Sub-themes

We have established ‘Respect the Game’, ‘Respect Diversity’ and ‘Respect the Environment’ as central themes. At the current status, the major theme of ‘the Environment’ does not need

Audio CD: Craig Clifford and Randolph Feezell, Sport and character: reclaiming the principles of sportsmanship (Champaign: Human Kinetics, 1951), 70-83.
105 Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD.
any sub-division. But as this aspect of CSR gains more and more importance we propose that
UEFA becomes more active in this realm also. The bidding processes that include
environmental issues, the CO2 offset system, partnerships with organizations like the WWF
and contributions to actions like the ‘Earth Hour campaign’ fall under this theme.\(^{108}\) It might
even be time to discuss the inclusion of environmental issues in the licensing process clubs
have to run through if they want to play in UEFA’s competitions.

Otherwise strictly following the proposed system of sub-slogans, focusing has to happen
concerning these topics for each branch of the new ‘Respect campaign’:

\textbf{‘Respect the Environment’}
- ‘the opponent, referees, fans’

\textbf{‘Respect the Game’}
- ‘finances’
- ‘technology’

- ‘tolerance’

\textbf{‘Respect Diversity’}
- ‘education’
- ‘the community’

‘\textit{Respect the opponent, the referees, the fans}’: As all of these elements represent vital parts of
the sport of football we do not need to go into detail here.

‘\textit{Respect finances}’: UEFA has a powerful tool in the ‘Financial Fair Play’ process which it has
recently enacted.\(^{109}\) If the ‘Respect campaign’ functions as umbrella concept, then ‘Financial
Fair Play’ must fall under its realm and under the main theme ‘Respect for the Game’.

\(^{108}\) UEFA, “Social Responsibility Partnerships,”
http://www.uefa.com/uefa/socialresponsibility/adhocpartnership/index.htm (accessed June 1, 2010); Earth Hour
Global Site, “Earth Hour Campaign,” http://www.earthhour.org/ (accessed June 1, 2010).

\(^{109}\) Ingmar Höhmann, “Uefa zwingt Europas Fußballclubs zum Sparen,” Die Welt June 28, 2010; Matthias
‘Respect technology’: This issue gives rise to many questions and discussions and should be dealt with in an own project. We recommend that UEFA should take a leading role in trying to bring the sport of football in line with modern technology. It simply is hard to argue why blatantly wrong factual decisions still play such an important role in the world of football and often decide over millions, jobs and careers. The recent FIFA World Cup 2010 in South Africa showed once more that the world-governing body of football FIFA does not seem to be open to even only discussing proposals about bringing technology to the pitch and ideas like the ‘3 times 2’-rule.110 This is a huge opportunity for UEFA and its Executive Committee: Why not propose and test ‘revolutionary’ changes like goal-line technology or time-outs in its competitions? That it can be done quite successfully was shown by the ‘box referees’ introduced successfully in the Europa League season 2009/2010.111 Through actions like these, UEFA can be a leader in the realm of football.

‘Respect tolerance’: UEFA has forged a close partnership with the ‘Football Against Racism in Europe’-network, which comprises groups and bodies working against intolerance and discrimination across the continent.112 UEFA has given considerable financial support to the FARE organization in recent years, and both bodies have cooperated in staging events, issuing publications.113 This partnership is arguably one of the strongest of UEFA’s social responsibility activities and it should therefore be included in the ‘Respect campaign’.

‘Respect education’: Under this sub-slogan will be gathered the educational roles of players, role-modeling of coaches and partnerships with development programs like the ‘Swiss Academy for Development’.114

‘Respect the community’: This theme is quite broad and will serve as a sort of ‘collecting basin’ for all ad-hoc partnerships and projects that do not exactly fit to any of the other slogans. Examples in UEFA’s current FSR portfolio are the support of the ‘Homeless World

Cup’ aiming at the integration of marginalized groups and drawing attention to the problems of homelessness around the world or the partnership with the ‘International Committee of the Red Cross’ for campaigning against landmines.\textsuperscript{115}

Now, some space must be given to what UEFA had indeed in mind when creating the ‘Respect campaign’ and how this will be reached in the future: the broad structure as a ‘global communication strategy’.

B. Structure as umbrella for all FSR activities – ‘global communication strategy’

1. Situation Analysis

There is currently a wide gap between the intentions and goals of UEFA’s leaders and decision makers and the actual practical implementation of the ‘Respect campaign’ by UEFA.

A very clear picture is revealed when reflecting upon speeches, comments and interviews by UEFA president Michel Platini regarding his goals and aspirations for the ‘Respect campaign’. He comments that

"UEFA is much more than a football organization, it gives to society through a football platform [...] and it aspires [...] to achieve through the ‘Respect campaign’ a better world".\textsuperscript{116} According to president Platini, “the ‘Respect campaign’ is a big umbrella, which includes underneath a variety set of social activities [...] that show [...] the benefits society can gain through the use of football".\textsuperscript{117}

In this light, UEFA’s Executive Committee decided to support president Platini’s vision back in March 2008.\textsuperscript{118} It agreed that ‘Respect’ would replace ‘Fair Play’ as a primary project, as ‘Fair Play’ itself would become a singular element within the wider umbrella structure of the ‘Respect campaign’.

However, an analysis of UEFA’s current statutes and regulations\textsuperscript{119} and UEFA’s actual actions related to the ‘Respect campaign’ presents a completely different reality. The Statutes of


\textsuperscript{116} Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD

\textsuperscript{117} Idem.

\textsuperscript{118} Idem.

UEFA define the organization’s actions, goals, rules, regulations and obligations, but bear no reference to, the ‘Respect campaign’. Instead, it defines the term ‘Fair play’ and uses this phrase repeatedly along the objectives of Article 2 and the obligations of member associations (Article 7). In addition to these contradictions, the relevant committee charged with the function of addressing social concerns, is the ‘Fair Play and Social Responsibility Committee’, the name of which is a contradiction to the definitions of both ‘Respect’ and ‘Fair Play’, agreed upon by UEFA’s authorities and leaders, as well as the rationale for the implementation of the ‘Respect campaign’.

The ‘Respect campaign’ should, theoretically be enacted by UEFA as an umbrella for the realization of all its social objectives. However, it does not currently hold an appropriate place in UEFA’s rules and regulations, but instead is mentioned only as a form of procedural-technical instructions, made by UEFA for the purpose of regulating its numerous competitions. Even more defining is the lack of information on the ‘Respect campaign’ as an umbrella to UEFA’s many social activities and values on the organization’s official website – its face to the world. On the website, ‘Respect’ is only one element amongst others and is detached from the social responsibility activities.

On that note, a great example can be drawn from UEFA’s and FARE’s Anti Racism campaign. Despite UEFA’s online description of the ‘Respect campaign’ as a campaign which ”dovetails with programs aimed at combating violence, racism, xenophobia and homophobia as well as fan support, intercultural dialogue, the environment and humanitarian relief”. The actions linked to anti racism and the way it communicates in relation to anti racism, are completely void of any link with the ‘Respect campaign’ and are certainly not inside the ‘Respect umbrella’.

Indeed, all evidence shows that despite technical implementation – signage, field boards, jersey-badges, etc. UEFA's terminology and actions have not been optimally focused toward
the effective implementation of the ‘Respect campaign’ and towards the recognition of the role, purpose, values and activities, determined by UEFA’s policy leaders for the campaign.

Structuring the ‘Respect campaign’ as an umbrella according to the following recommendations is the vital step to achieve UEFA’s societal main goal: The creation of a global communication strategy, which supports UEFA’s efforts to regulate global society and not only football to shape it through the use of football.126

Vice president of UEFA, Senes Erzik, described the uniqueness and the potential football has in affecting society: "The activities implemented at EURO 2008 […] successfully used the platform to convey a lot of different messages under the ‘Respect banner’ […] football is a powerful force for integration and tolerance".127 UN special advisor for sport and development Willi Lemke best describes the importance of sportive CSR involvement and spreads some light on the perspective of this political and conventional regulation body: "If you think politicians can tell kids what to do […] you’re totally wrong […]. The people they will listen to […] are top players […] they are the ones who can exploit football to deliver the really important social messages".128

However, despite reaching an internal understanding that UEFA is much more than just football and despite organizing many random activities to create positive societal influences, UEFA has never structured its ‘Respect campaign’ to actually achieve these elevated goals nor has it formally analyzed how to best use its special characteristics in order to globally affect change through its football communications. Unlike other leading international sport organizations, UEFA has never formally included the pursuit of social goals in its mandate and despite its clear intentions by having created the ‘Respect campaign’. In order to follow Michel Platini’s aspirations to become a true global, at minimum European, leader in CSR activity through the use of the ‘Respect campaign’ as an umbrella to FSR activities, our group proposes the following recommendations.

126 Interview with UEFA President Michel Platini, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD.
127 "Unite against Racism", UEFA Direct, April 2009, 6.
128 Idem, 6.
2. Recommended Actions – ‘Ten Point Plan’

a. Internal and structural adjustments

According to our questionnaire conducted by our group directors of UEFA's departments do not share the same ideas regarding the ‘Respect campaign’ neither is the organization or the duties at UEFA internally specified according to the ‘Respect campaign’s’ needs. UEFA should inform its departments through a detailed central document, in which the ‘Respect campaign’s’ goals, objectives, messages and definitions are clearly defined. UEFA should state its social commitment and send a clear message to its employees and various stakeholders regarding its social intentions through the ‘Respect campaign’ document. It will include all values and activities related to the messages discussed earlier and they will be communicated under the ‘Respect campaign’s’ platform.

The ‘Respect campaign’s’ global messages, activities and its implementation should be coordinated and centralized through a ‘Respect coordination department’, comprised by e.g. two to four UEFA employees under UEFA’s General Secretary's control and supervision due to the GA’s hierarchal position in UEFA’s organization. The authors recommend that honorary memberships, which are based on the ‘Respect campaign’s’ values and messages, should be granted to appropriate candidates and new employees in certain strategic departments will hold CSR oriented backgrounds. This could for example happen in a form of affirmative action.

b. Legal and regulative adjustments

A legal definition of ‘Respect’ should be introduced to the UEFA Statutes. A global message should be implemented including a dedicated section to ‘Respect’, in order to concretely state the main objectives of the ‘Respect campaign’. In addition, we recommend that the objectives mentioned in Article 2 be amended, to include a phrase similar to IOC's: "More than ever, sport is a universal language and plays the role of catalyst in today's society as a means of improving quality of life and well-being. The Olympic Movement is more than sport. […] and […] is continuously involved in humanitarian aid efforts [and] environmental efforts".  

129 See appendix, UEFA Questionnaire
130 Official Site Olympic Games, "Olympism in action," IOC,
According to the instructions of the Executive Committee, the clear spirit of the President and as recommended by our group, the Statutes of UEFA should be adjusted according to the ‘Respect campaign’s’ instructions and messages and should replace ‘Fair Play’ and Anti Racism terminology by the next UEFA Congress.

The ‘Fair Play and Social Responsibility’ committee's name should be replaced by ‘Respect Committee’. Our proposal is that the committee will discuss the group's recommendations on its next gathering and thereafter the central document will be drafted – this document should provide guidelines to a ‘Respect code’, the new messages and the steps to be taken. As a basis for these guidelines, the group's document will be submitted to the Executive Committee. Additionally, instructions and definitions of the ‘Respect campaign’ should also be added to each of UEFA’s regulatory documents for its main competitions.  

### c. ‘Financial Respect’

UEFA Statutes define one of its objectives as "Redistribute revenue generated by football in accordance with the principle of solidarity." The link between ‘solidarity’ to the important message ‘Respect for the Game’ creates a logical connection between the ‘Respect campaign’ and UEFA’s ‘Financial Fair Play’. These are derived from the very essence of solidarity, ‘Fair Play’ and other sporting values. Once the link between the two campaigns exists and considering the earlier reference to the hierarchy between ‘Respect’ and ‘Fair Play’, exposure of the ‘Financial Fair Play’ can be invaluable. The group further recommends the addition of the word ‘Respect’ to all logos and publications related to the ‘Financial Fair Play’ so as to gradually change the name ‘Financial Fair Play’ to ‘Financial Respect’ which includes wider moral elements, thereby justifying the idea of ‘Financial Fair Play’.

### d. ‘Respect competition’

Communicating the ‘Respect campaign’ as an umbrella of values and messages to the major stakeholders can be enacted in a very positive way. The ‘Respect Fair Play Ranking’ will be modified to become the ‘Respect Ranking’ and each national federation will announce a

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winning team by the end of each season, according to the respective national ranking. Similarly, and as a replacement to the ‘Intertoto Cup’ which was abolished in 2007, the clubs will play each other in a knock out system. The last 16 will gather in a single country, preferably a nation which has low chances of hosting the larger UEFA events for the ‘Respect Competition’. The top three teams will each be entitled to a place in Europa league’s group stage along with any prize-money provided through UEFA or the event sponsor. The ‘Respect Competition’ will be a yearly opportunity for UEFA to discuss certain topics related to ‘Respect’ with stakeholders and to promote its activities around the continent.

e. National federations

UEFA is the administrative and regulatory body for European football. It is bound to the respective 53 member National Federations (NF) and hence, the clubs and players are involved. However, UEFA does not use its regulative power to regulate CSR-‘Respect campaign’ activities. No instructions are forwarded to the NFs regarding the ‘Respect campaign’ and no regulations were enacted to actively oblige the NFs to implement ‘Respect campaign’ activities. Currently, each NF exercises its own societal actions, detached completely from the ‘Respect campaign’ and from UEFA’s regulations, assistance or guidance. UEFA is missing a superb opportunity to increase awareness to the ‘Respect campaign’ and the opportunity to contribute to society in a broad, diverse and effective form, in collaboration with its member federations.

We recommend forming a set of ‘Respect’ regulations, which will both oblige and guide the NFs, clubs and players. The content of these regulations should be compiled in coordination and cooperation with the NFs, EPFL and ECA. These regulations should become a top priority project in order to be set in place within one-year’s time.

Once established, the regulations will oblige the National Federations to exercise social responsibility programs and local initiatives under the umbrella of ‘Respect campaign’. NFs will gain UEFA’s support and assistance and will aspire to be an active partner on these projects. It is advised to provide the NFs with personal freedom regarding some internal societal matters, which they may want to tackle.

Each federation will be obliged to appoint a fulltime ‘Respect campaign’ manager, who will work in accordance with ‘Respect campaign’s’ department at UEFA. It is recommended that in the near future this position and its related duties be included into the administrative structure of each first division club in Europe. The ‘Respect campaign’-manager will submit yearly reports to UEFA regarding the projects undertaken by their federations and member clubs, including financial reports related to ‘Respect campaign’ activity.

UEFA and its NFs will encourage constant dialogue with different stakeholders – in particular Fan clubs and other organizations – on topics related to ‘Respect campaign’. Fan-Police dialogue in Germany may serve as a good example for this. UEFA will communicate with different stakeholders and address many social issues across the continent under the ‘Respect campaign’ title and messages, and therefore is advised to sponsor several of these gatherings.

UEFA is advised to engage in specific partnerships in different related topics to encourage the familiarity with the new messages suggested above. UEFA should also consider specific collaborations with private corporate sponsors, to assist financially in the promotion of messages under the umbrella of the ‘Respect campaign’. It is advised that social collaborations with stakeholders, under the umbrella of ‘Respect campaign’, be discussed at the next gathering of the ‘Professional Football Strategy Council’.

On that note, the group strongly recommends UEFA to form partnerships dedicated to the ‘Respect campaign’. As mentioned earlier, it is in the very interest of some private corporations and non-profit organizations to cooperate with UEFA under the umbrella of ‘Respect’. UEFA, which currently operates the ‘Respect campaign’ completely solely, can benefit from greater sponsorship, new long lasting partners and better exposure to its remarkable FSR activities. This should all fall under the ‘Respect campaign’s’ umbrella as part of its global communication strategy regarding FSR.

f. Licensing

UEFA’s club licensing system regulates the club competitions under its purview and establishes the criteria for participation in those competitions. Therefore, it improves the standards of all aspects related to football in Europe, ensures the adequate level of management of clubs, provides spectators and media with safe and well-equipped

134 "News from member associations", UEFA Direct, August 2009, 18.
infrastructure and improves financial capability, credibility and transparency of clubs. Measuring different criteria, UEFA offers criteria of grade "A" importance, as those which must be complied with in order to sustain the license, on the other hand, non-compliance of "B" criteria only allows for the sanctioning of a club, while "C" criteria is considered a best practice by the club, and non-compliance carries no sanction. However, ‘Respect campaign’ enhancement is not mentioned in the licensing system, and related topics are ranked as follows – relations with the refereeing system and Anti Racism policy is ranked under "B" criteria, there is requirement, under any criteria, for a CSR position in European clubs, but community officer position is ranked at "C" criteria.¹³⁵

The Licensing system can be a simple and efficient mechanism to assimilate ‘Respect campaign’ in European football and hence, in European society. In light of the president's declaration, we suggest a unification of the criteria. E.g. relation with refereeing and Anti racism under the umbrella of ‘Respect campaign enhancement’, which will be elevated to "A" criteria. We also propose that a ‘Respect manager’ replace the demand for a 'community officer' and this also be included under the "A" criteria.

**g. Bidding process**

Bidding documents for EURO 2016 serve as a perfect example for UEFA's current confusion related to the ‘Respect campaign’s’ messages, goals and objectives. The ‘Respect’ themes, specified to the bidders, are not in correlation with its messages. The bidders had to follow many vague and, to some degree, unreachable and maybe even unenforced demands, e.g. ‘environmental’. In the final review, the last three candidates could offer a fully developed plan, which actually met with the ‘Respect campaign’s’ requirements.¹³⁶

The group recommends that candidates for every UEFA event – Tournaments, Finals, Cups, Conventions, etc. – be obliged to fill in an official UEFA ‘Respect campaign Bidding Evaluation Document’. This document should be lead by the general secretary's ‘Respect coordination department’, which should examine, along with external experts, the data and plans provided by each bidding federation and submit the report to the Executive Committee before the final decision making process. This procedure will allow for the choice of hosts, which develop sustainable community social programs and follow UEFA's ‘Respect

¹³⁵ Federica Sanzone, “UEFA Club Licensing System,” (Coverciano, 2010).
campaign’ values. The group also suggests that UEFA determine preliminary ‘Respect campaign’ obligations, whereby candidates will be subject to disqualification in case of any failure to meet demands.

h. Disciplinary communication

Inevitably, unsportsmanlike conduct, violations of the laws of the game and contraventions of UEFA's statutes, regulations, decisions, and directives occur from time to time and have been well dealt by UEFA's disciplinary mechanism.

However, the group finds a great potential in some of these disciplinary actions, a real opportunity to communicate the ‘Respect campaign’-messages to all stakeholders and to create a global educational change through messages related to ‘Respect the Game’.

Players function as role models for many around the world. Their actions, consumption, behavior and general conduct are traced, watched and followed by a primarily population. Many times, we all witness misconduct by these role models, be it toward the referees, the opponents, fans or during the game in general and the negative message spread globally has been poorly tackled. For instance, many people witnessed Didier Drogba's aggressive behavior toward the referee at the end of the UEFA Champions League 2009 semifinal.

Righteously, Drogba got a suspension, but the message he sent worldwide against the ‘Respect of the Game’ has remained in the heads of the many who consider him a role model. Alternatively, UEFA could use Drogba's regrets, and route a part of his punishment into his cooperation with the ‘Respect campaign’ messages. Using a global role model like Drogba or other famous sportspersons for a ‘Respect campaign’ commercial could easily tackle the negative effects of his behavior and better help UEFA to achieve its ‘Respect campaign’ goals. Therefore, we recommend the use of role models in the fight for ‘Respect the Game’.

The educational message is vital, and the reduction of punishment is useful and valuable for all the parties involved – a typical win-win situation. Allowances should be granted by the disciplinary jurisdiction panel to reduce punishment in return of ‘Respect campaign’ cooperation.

In correlation to that, UEFA needs to define a crisis management plan in order to tackle several expected events that are predicted to occur and to define an appropriate response, to each specific situation, at any given moment – a ‘crisis management plan’. We recommend
that also crisis situations touching the realm of the ‘Respect campaign’s’ values shall be included. This plan has to be discussed by UEFA’s administration and brought before UEFA's legal department.

UEFA is also advised to tackle the rising frequency of complaints and requests for changed decisions by players to referees. Such behavior damages the ‘Respect’ towards referees and undermines their authority. Again, an act against ‘Respect the Game’ is usually a negative socio-educational message, because it undermines authority, the ‘Respect’ of rules and the proper conduct. UEFA's rules of the game state clearly that only the captain of each team is allowed to speak to the referee. The group suggests that UEFA announce and enforce, under the ‘Respect campaign’ platform, that all referees follow this rule adequately and penalize players, besides the team captains, who approach them regarding their rulings in all Champions League and Europa League matches. It is advised that this announcement be communicated along with another, more positive, ‘Respect campaign’ announcement in order to send a clear message that UEFA honors the game and so should all, who wish to participate.

i. ‘Community Blitz’

As mentioned earlier, big sporting events constitute a great opportunity for their host to tackle major local societal challenges. The group recommends to UEFA to use the events EURO, ‘Champion League Final’ and ‘Europa League Final’ for cooperation with the local organizing committees and local partners to provide the host's community with ‘hard’ and ‘soft’ legacy solutions in certain or several social issues, under the title and umbrella of the ‘Respect campaign’. Similar to NFL and NBA, UEFA will benefit local communities and countries in a ‘blitz’-form of actions and ensure their advantages and positive experience of hosting its competitions.

j. Visibility and communication

Having no relevant data measuring the ‘Respect Campaign's’ visibility, UEFA's Champions League Tracking Survey,\textsuperscript{137} conducted in May 2010, raises some troubling findings. According to that survey, approximately half of Champions League viewers\textsuperscript{138} were aware of the ‘Respect Campaign’, 30% could identify specifics related to the campaign, and 14%  

\textsuperscript{137} UEFA Champions League Tracking Survey, Respect-campaign, May 2010.
\textsuperscript{138} Survey was conducted in UK, Germany, Spain and Russia.
recognized it as a ‘Respect campaign’ advert when it was broadcast during commercial breaks.

The survey researchers did not tackle the possible confusion among UK viewers with the well-known ‘Respect’-campaign of the English FA. 67% of UK Viewers were reported as being aware of UEFA’s Respect campaign, but only 12% of them recognized it during commercial breaks.

The ‘Respect campaign’ is constantly visible only on UEFA’s website and during UEFA competitions’ matches in the stadia and TV. For the discussed reasons, larger visibility is a vast interest of UEFA, but also of its stakeholders. Nowadays even sponsors are willing to invest more money and ask for having a direct link to a positive image and a good cause. ¹³⁹

In addition to the recommendations stated above that are able to improve visibility of the ‘Respect campaign’ the following recommendations will address hardcore visibility and communication domains that need to improve:

**TV**

According to the data above, the ‘Respect campaign’s’ TV commercials are currently hard to understand and mainly aren’t associated with the campaign’s different activities. In addition, the central slogans have been revised by UEFA. Naturally, it needs to address these new slogans. It is recommended to create new and more efficient commercials according to the group’s recommended messages with an activation of famous athletes. This will better engage the players in the message and values of the ‘Respect campaign’ and will help strengthen the visibility of the campaign due to the great attention role models attract. Moreover, the group recommends engaging the NFs in creating short TV messages using local role models, in order to better acquaint the viewers in each country with the ‘Respect campaign’s’ messages – this is of course a matter of discussion, it might be reasonable to limit these national activation periods to a period of x-months or x-years. When the ‘Respect campaign’ is thoroughly introduced on all levels, there might not be a need for introducing it on national levels anymore because in the best-case scenario UEFA equals ‘Respect’ and vice versa.

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¹³⁹ Interview with UEFA Head of FSR Patrick Gasser, UEFA Headquarters Nyon, April 26, 2010 – available on Audio CD.
Captains of both teams and officials should hold a ‘Respect banner’ just before the kick-off of UEFA matches for a quick photo to be taken and a short message to the viewers. A similar activity was used by FIFA during the World Cup 2006 and 2010 and gave great exposure to FIFA’s CSR activities. Such photos can also be used for the benefit of the campaign later on. Including these photos in press releases, websites, and newspapers implies the involvement of the players, which adds credibility to the campaign.

‘Respect boards’ should be moved to a better and more central location and once electronic, clearly must be presented for a much more significant amount of time. Alternatively, UEFA can place smaller but visible boards on left and right sides of the main central board ‘Champions League Final 20xx’.

Respect choreography should be re-invented – a special dance, a ceremony and/or an anthem has to become associated with the Respect campaign.

**Website**

UEFA’s website should be updated according to the principle of ‘Respect campaign’ as an umbrella for all social responsibility activities. The ‘Respect campaign’ link should be placed on the UEFA.COM main page, showing its unique logo. An easily memorable link to the ‘Respect Campaign’ page should be created (e.g. [www.uefa.com/respect](http://www.uefa.com/respect)) and used in the campaign communications (TV spots, billboards, flyers, perimeter boards, etc.). The ‘Respect campaign’s’ page has to be up to date at all times and include logos of partner, history, messages, relevant materials, a ‘Respect code’, links, news, videos, etc.

**Social Media**

UEFA, as a large, leading and well-developed organization should take an immediate steps for interacting through some other, more modern forms of media.

The use of new media enlarges exposure and provides with a daily opportunity to communicate with fans and other stakeholders in a dynamic way. The group recommends UEFA to focus on three main social media platforms - Facebook, Twitter and Youtube - as they are inexpensive, marketing tools with immense popularity and provide UEFA with a better link to its website. In contrary to other leading sport organizations, UEFA’s Facebook account is not well managed and a ‘Respect campaign’ cause/account has not yet been created.
Twitter allows a more personalised communication medium as not only companies can ‘tweet’ new products and services but also individual public figures can send out messages to their followers. The group suggests opening an account on behalf of President Michel Platini, similarly to FIFA’s President Sepp Blatter\textsuperscript{140}, in order to increase open communication with fans around the world and to present UEFA’s image of accessibility and transparency.

Using Youtube is another important element. UEFA should create its own Youtube channel and use this increasing form of communication to share creative forms of video, commercials and to send messages to stakeholders around the globe.\textsuperscript{141} Proper use of Youtube may be best shown by the results of Nike's current ‘Write the Future’ campaign, which provided it with an outstanding buzz related the FIFA World Cup 2010, arguably more exposure than Adidas, the official sponsor of the event.\textsuperscript{142}

III. Suggested timeline for implementation

As the final step concerning a complete overhaul of UEFA’s ‘Respect campaign’ it is of fundamental importance to propose a structured timeline. Naturally, as we are no internal employees of UEFA, we can only show exemplary what should be done and what the timeline that we recommend is – from our external view. However, for purposes of a project management perspective, it is necessary to identify and show a system of clearly defined starting and ending points.

Our recommendation is to define the whole process of reorganizing and implementing the ‘Respect campaign’ as a overall period of 14 months: the 1\textsuperscript{st} of August 2010 as the starting point – until then the fundamental decision has to be taken by UEFA regarding the future of the ‘Respect campaign’ – and the end date 8\textsuperscript{th} June 2012 – as a big event for going public with the new ‘Respect campaign’ at the opening game of the EURO 2012.

At first glance this might seem long. However, it is of fundamental importance that this timeframe must not be understood as a period of non-working and no activity whatsoever. Of course, we know that an organization like UEFA cannot wait two years to re-do one of its

\textsuperscript{140} Twitter Sepp Blatter: \url{http://twitter.com/seppblatter}
\textsuperscript{141} Official You Tube Website, “About You Tube,” You Tube, \url{http://www.youtube.com/t/about} (accessed July 4, 2010).
\textsuperscript{142} USA Today (McLean), June 21, 2010.
major campaigns. In our opinion it is necessary to build up a concept as complex as a ‘global communication strategy’ – which is UEFA’s proclaimed final aim for the ‘Respect campaign’ and is our goal in this concept paper – in a step-by-step process. Serving as a quite simple example: if UEFA decides to take the ‘Respect campaign’ to another level as an ‘umbrella’ for its social activities, it has to start with doing such basic things as stocking up the responsible departments and creating a position of a coordinator for the ‘Respect campaign’ as mentioned in the recommendations. It is obvious that such a first but fundamental step for everything else to follow cannot happen in only some days or even weeks. UEFA has to find the right persons, possibly with a background in the handling of campaigns in the realm of CSR. If the need to clearly and professionally handle the overhaul of the ‘Respect campaign’ is not followed, the danger of – once again – many different little and not so little activities occurring, is there. In order to avoid such an ‘activism’ and align all these actions under the ‘umbrella’ of ‘Respect’ UEFA frankly has to follow a long-term plan – along the lines of our proposed ‘blueprint for the new Respect campaign’.

Thus, this long timeframe is not a period of relaxing and passiveness. Quite on the contrary: This overarching period of 485 days needs to be divided up by milestones which segment it into sub-projects. Using the terminology of the campaign theories mentioned in chapter one these sub-projects need to include all different levels securing a sustainable and efficient campaign. UEFA needs to run through many processes – at times simultaneously, at times one after another:

- clarify the internal responsibilities
- allocate the finances
- find additional personnel
- conciliate theoretical background information in written documents
- adjust the communication processes – web, social media, TV
- approach member NFs
- track and attract potential strategic partners
- implement the new ‘Respect campaign’ physically in its competitions
To give UEFA an idea of the outline of the ‘Respect campaign’s renewal plan’ in a project management perspective, we have provided a ‘blueprint’ for the project showing:

- the whole timeline
- milestones segmenting it into:
  - sub-projects and corresponding sub-timeframes
  - interdependencies – predeccessing and subsequent actions and events
  - exemplary responsibilities and resources needed in UEFA’s internal organization

As external consultants to UEFA we can only recommend exemplary milestones for the whole project and its processes:

**1st August 2010:** Starting point

**27th August 2010:** UEFA Super Cup, kick-off for 2010/2011 season – President Platini announces the overhaul of the ‘Respect campaign’ to UEFA and its members

**4th October 2010:** Executive Committee Meeting, Minsk, Belarus – Decisions concerning the written documents prior to the UEFA Congress

**31st December 2010:** End of planning processes – implementation starts

**August 2011:** UEFA Super Cup, kick-off for 2011/2012 season – end of implementation processes – physical realization starts

**1st April 2012:** Press conference – active going public new ‘Respect campaign’ – at this point everything ready to go

**8th June 2012:** EURO 2012 opening game – ‘big bang’ for new ‘Respect campaign’

We once again want to stress, that we know that UEFA is not able to wait too long before starting to implement the new ‘Respect campaign’. Therefore we recommend that UEFA takes the decision for this timeline as soon as possible. Only, through this decision it will be
possible to start right away with the first steps on this ‘long’ walk to more sustainable and
effective social responsibility activities.

Summary

The growing consumer awareness and demand on active CSR are mainly derived from the
growing gap between community's needs to governmental financing ability. These have led
organizations worldwide to become more sensitized to the importance of making a positive
contribution to society, beyond profit maximization solely.

Corporations, as they must maximize direct or indirect profits along with building a platform
for social change, nowadays engage in strategic CRM campaigns. They synchronize their
business goals and their core activities with societal needs. Since sport is unique for being
both a social and an economical phenomenon, professional sport organizations have entered
into socially responsible initiatives at a rapid pace in the past few years, engaging in several
programs and activities, using unique advantages that organizations in other industries do not
have.

UEFA, as the European governing body for football and hence one of the world leading sport
organizations, currently follows a policy of having a ‘partnership portfolio’, in which it
mainly invests in externally selected social projects and programs in a form of ‘ad hoc’ or
‘core partnerships’. However, it is vital to mention the fact that UEFA faces the challenge of
how to improve its activities concerning social responsibility and how to align these activities
according to UEFA’s best interest.

In 2008, UEFA has created the ‘Respect campaign’. Introduced in an ad-hoc nature, the
campaign lacks a main written document on which it can be based and structured. Under the
responsibility of the ‘Communications and Public Affairs’ division on one hand and the
‘Football Social Responsibility’ division on the other, it started out with initiatives containing
a wide variety of slogans and messages which had to be implemented in the UEFA
competitions on every level and to be amended to its regulations. However, it did not succeed
in achieving the UEFA president's main objective – to be an overarching ‘global
communication strategy’, an ‘umbrella’ to all other CSR activities.
Based upon the campaign theories of ‘integrated communication’ and ‘business campaigning’ and on the analysis of other major sportive-societal campaigns, our group has reached the conclusion that UEFA has to take a clear decision to either drop the ‘Respect campaign’, transform it to a purely PR-oriented action or follow several recommendations in order to be able to use it as a ‘global communication strategy’.

The authors finally arrive at a set of recommendations for UEFA:

- The ‘Respect campaign’s’ system of themes needs to be improved. Based on UEFA's central concerns and its goals and objectives, the authors recommend to UEFA to communicate the following three main themes: ‘Respect for the Game’ – ‘Respect for Diversity’ – ‘Respect the environment’

- Make the ‘Respect campaign’ a ‘global communication strategy’. The ‘Respect campaign’ should be enacted as an umbrella to all UEFA’s FSR activities and define the theoretical goals and objectives of its social objectives.

- The group suggests to implement several time-lined recommendations – a ‘Ten Point Plan’ for the ‘Respect campaign’:
  - Internal and structural adjustments
  - Legal and regulative adjustments
  - ‘Financial Respect’
  - ‘Respect Competition’
  - National federations and partnerships
  - Licensing
  - Bidding process
  - Disciplinary communication
  - ‘Community Blitz’
  - Visibility and communication
Following these recommended guidelines and the structure given by this strategic concept paper, UEFA could reach its goal of regulating change in global society, not only in football, and hence, to actually achieve its social main goals through its FSR activities.
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Appendix:

Note to the reader:
Due to UEFA’s confidential statement, internal UEFA documents and private communication processes with UEFA staff could not be added to the appendix.

UEFA Questionnaire:

Questionnaire regarding the RESPECT-campaign

Please respond in the way you feel most appropriate. The information will be used solely for an academic project evaluating and proposing the future development of UEFA’s CSR campaigns.

Q1: How, when and why did the “Respect”-campaign (RC) start for your department?

Q2: How exactly are you involved in the RC?

Q3: In your opinion what are UEFA’s main objectives as a leading organization in Europe?

Q4: In your opinion, what are the most important goals and objectives of the RC for UEFA?

Q5: Did you receive any instructions/information/guidance for establishing the RC? From whom and specify?

Q6: How was the RC presented and how is it perceived in your department?

Q7: Do you have a budget dedicated towards the RC? Please specify (amount, timelines)?

Q8: What RC activities did your department undertake concerning UEFA’s tournaments?

Q9: Have there been any internal communication processes between departments related to the RC campaign?

Q10: Do you have different strategies in activating the RC in different geographical regions?

Q11: What’s the interaction of your department with UEFA’s partners concerning the RC?

Q12: What’s the interaction of your department with UEFA’s member organizations concerning the RC?
Q13: In your opinion what do the following statements stand for:

- Respect for Diversity
- Respect for the Opponent
- Respect for the Game

Thank you very much for filling out the questionnaire.