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CSR in Professional Football – What are the Differences of Bundesliga Clubs towards Social Commitment

A Qualitative Analysis of Borussia Dortmund and VfL Wolfsburg

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Abstract

In the last few years a growing importance of Corporate Social Responsibility (CSR) in the domain of professional sports is noticeable.

This thesis focuses on German football clubs and attempts to examine reasons and motives for this increasing awareness. Moreover, this thesis tries to observe differences between an industry related team (Werksclubs) and a traditional club of the German Bundesliga with regard to the nature and motivation of their activities due to their circumstances. In order to find answers to the research question, the Theory of Planned Behavior (TPB) and the concept of CSR provide factors, which explain differences in the behavior of the clubs and their motivations to become socially active. Special emphasis lies on the Bundesliga clubs VfL Wolfsburg (Werksclub) and Borussia Dortmund (traditional club). To generate data, interviews with representatives of both clubs were conducted within a case study. In line with Mayring's Structured Content Analysis essential parts of the interviews will be filtered out and related to both theories. During the analysis, the nature of the clubs' activities will be determined in order to detect causes towards their differences. With regard to the results of the analysis, this thesis concludes that the nature of the clubs' activities and the motivation to become socially active are influenced by numerous factors. Important factors are the history and environment of the club's as well as various personal attitudes, the nature of significant others, who are influencing the club's behavior, and differences concerning the sources of their revenues, which determines the organization of the activities.

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"Do good and talk about it" (Walter Fisch)

1. Introduction

The increasing social commitment of enterprises and sport clubs within the society is more and more visible (Lin-Hi, 2011). Questions that arise in this context are reasons for this development. Where are the differences of this engagement and what are the motivations of companies and clubs to become socially active? *Corporate Social Responsibility*¹ has become an important area of study, because it is an interesting factor for companies and provides eclectic reasons for their increasing social commitment. As the concept of CSR has been respected in the business sector by several researches and studies in the past (Pedersen, 2006; Du, Bhattacharya & Sen, 2010), the area of sports has not gained too much attention in this topic.

Babiak and Wolfe (2006) examined in their article "More than just a game?" that global sport events like the Super Bowl give hosting cities the opportunity to increase their image around the nation through CSR activities. Furthermore, Babiak and Wolfe highlighted, that the NFL (National Football League) is intensively increasing their CSR efforts around the Super Bowl, because they recognize such mega events as a platform. Additionally, the increasing awareness of CSR in professional football in countries like England, Germany and Japan is described by Breitbarth and Harris (2008) within their article "The role of Corporate Social Responsibility in the football business". Furthermore, Blech (2014) depicts in her text "Sustainability in football" CSR activities of clubs of the English Premier League, who is a pioneer in the field of CSR in professional football. All of the 20 clubs established foundations with an immense quantity of employees within them. The London based club FC Everton for instance has 100 employees who are actively working in foundation projects like reintegrating war veterans back into society, re-socializing criminal adolescents or enabling handicapped people to access sport facilities with the worlds biggest football project for handicapped people (Blech, 2014).

It is likely to say that football clubs transformed themselves from communities who were connected by their cultural and ethical attitudes into economical giants that generate billions of Euros per year (Kamp, 2015). Nowadays football clubs are active on stock markets or have a strong relationship to

¹ From now on abbreviated as 'CSR'

big sponsors or investors, demonstrating that football has become a big economic factor. This development is emphasized by the fact, that German professional football has created an added value of 7.9 billion Euros in the year 2013 (McKinsey&Company, 2014). Additionally, football has an exceptional position within in the society, which is underlined by the attendance figures in the stadiums each week. Especially in Germany, football has an outstanding significance for most of the community (Christ, 2014). By combining this social relevance of football in Germany with the increasing economical ambitions of football clubs, the topic of CSR becomes more and more important in this domain. This statement is underlined by the establishment of the *Bundesliga Stiftung* in 2009, which was founded with the aim to perceive the societal responsibility of professional football more intensely (Bundesliga Stiftung, 2015). Afterwards, Bundesliga clubs like Hamburger SV (Krull, 2010), Mainz 05 (1. FSV Mainz 05, 2015) and Hannover 96 (Hannover 96, 2015) implemented CSR initiatives and social engagement. Thus, a growing societal awareness of Bundesliga clubs in the topic of CSR is significantly recognizable. But why has the catchword *responsibility* suddenly become such a trend in German professional football? What is the reason for this development and what do the clubs expect from this behavior?

Based on the scientific discussion and the growing influence of CSR in German professional football, this thesis has the aims at examining factors that lead football clubs to become socially active. Important questions in this context are: what are the motives of Bundesliga clubs to become active in social domains? Which actors shape the behavior and are there differences in the nature of the projects among these clubs? In order to expose possible differences towards the nature of the projects, clubs have to be compared with each other. Therefore, two Bundesliga clubs with different backgrounds were chosen to examine these differences with regard to the nature of their activities.

These reflections lead to the *research question*: 'Which factors explain differences in the nature of CSR activities of a traditional football club² like Borussia Dortmund and VfL Wolfsburg as a

Werksclub³ and what are their motives to become socially active?'

To answer this *research question*, Borussia Dortmund as a *traditional club* with a long lasting history and VfL Wolfsburg as a relatively young football club with Volkswagen⁴ as its big economical partner will be regarded. Furthermore, both clubs are economically engaged. Borussia Dortmund is active on the stock market (Borussia Dortmund, 2015) and VfL Wolfsburg is strongly related to their main sponsor VW (Volkswagen, 2015), which gives them an entrepreneurial

² A traditional club is a club, which has a long-lasting history and belongs to the Bundesliga for numerous decades.

³ A *Werksclub* is a club, which belongs to an enterprise. Additionally, this enterprise has a direct influence on the sportive matters of the club.

⁴ From now on abbreviated as 'VW'

character and fits to the finding, that nowadays many football clubs act like companies.

In the process of this thesis, the first chapters are dealing with the theoretical framework of the *Theory of planned behavior*⁵ and the approach of CSR. TPB is useful to explain differences in the behavior and nature of both clubs' projects and their motives to become socially active. Moreover, the approach of CSR will explain entrepreneurial motives of companies towards social engagement and therefore complement TPB with regard to possible incentives of Bundesliga clubs to engage themselves in civil societies. After setting up the theoretical framework and the research question a hypothesis testing procedure will be applied and reviewed in the methodological chapter by a qualitative case study in form of an interview with representatives of the clubs. Furthermore, the results of these interviews will be analyzed through a structured qualitative content analysis and content structuring as it has been developed by Phillip Mayring.

The last part of this thesis will be formed by the conclusion, in which the results will be mentioned, discussed and possible outlooks will be provided.

This thesis has not the aim to be representative but to allow an inside view into an unexplored field of research.

2. Theoretical Framework

For this thesis, two theories will be important to answer the research question. The first theory is the TPB, which deals with the possibility to predict an individual's behavior towards an object of attitude if the attitude towards this object is known. Unlike other theories of behavior, TPB characterizes attitudes towards behaviors and not towards objects or individuals (Vogelsang, 2013: 19). TPB was chosen to provide conditions, under which intentions are a good predictor for actual behavior. Thus, TPB allows to predict behavior if the components of the theory are sufficiently characterized. Furthermore, TPB was chosen to determine possible influencing factors, who are important to examine differences in the intention of both clubs, which is valuable with regard to the dependent variable of the research question

The second theory, which will be content of this thesis is the theory of CSR. This theory is useful to indicate what entrepreneurs and others consider as important with regard to their behavior. Additionally, the approach of CSR provides ideas of how companies are driven to become socially active by highlighting their normative and economical motivations. Thus, the connection of both theories were made to complement the general ideas referring to TPB with more specific motivations and intentions of the CSR approach.

⁵ From now on abbreviated as 'TPB'

2.1. Theory of Planned Behavior

In order to explain human behavior, TPB was conceived by Ajzen and Fishbein (1985). Ajzen and Fishbein started their approach with the *Theory of reasoned action*⁶, which they formulated in 1980. TRA was posed after Ajzen and Fishbein tried to estimate the discrepancy between attitude and behavior (Ajzen & Madden, 1985: 453). "At the most basic level of explanation, the theory postulates that behavior is a function of salient information, or beliefs, relevant to the behavior" (Ajzen & Madden, 1985: 454). In this approach, two kinds of beliefs are distinguishes: *behavioral beliefs*, which are the influences towards a behavior and *normative beliefs*, which describes "the underlying determinants of subjective norms" (ibid.) Different to other behavioral theories, TRA should explain, how attitudes and social norms form intentions, who are the direct predictors of an actual behavior. But TRA had gaps related to voluntary control. Let it be supposed, that an individual has a positive attitude toward the behavior and the engaged social groups (social norms) evaluate this behavior as favorable, it sometimes happens that a behavior is not performed, even if the intention towards this behavior is present (Vogelsang, 2003: 20). Thus, intention is not a predictor for behavior anymore. For that reason, Ajzen and Fishbein refined their approach in 1985.



Figure 1: Theory of Reasoned Action (Arjzen & Madden, 1985: 454).

To the existing spheres of *behavioral beliefs* and *subjective beliefs* they added the sphere of *control beliefs* which includes perceived behavioral control as an important variable (Ajzen, 1991: 179). The variable of *control beliefs* was added "to ensure accurate prediction of behavior over which individuals have limited control" (Ajzen & Madden, 1985: 465). Furthermore, not only intention has to be accessed, but also the extent to which an individual is capable and confident to perform a behavior in question (ibid.). After this advancement of TRA, Ajzen and Fishbein renamed their

⁶ From now on abbreviated as 'TRA'

approach to Theory of planned behavior which will be subject of this thesis.

According to the definition, TPB deals with the prediction of deliberative behavior and the realization or the omission of a behavior an individual is thinking about (Ajzen, 1991: 180). Therefore, TPB refers to individual attitudes towards behavior, rather than attitudes towards objects, persons or institutions. Referring to TPB, the most valuable predictor, which is also the only direct determinant of behavior, is intention. Intention is defined as the "cognitive representation of a person's readiness to perform a given behavior" (Caulfield, n.d.: 3), and thus is considered to be "the immediate antecedent of behavior" (Ajzen, 2002: 665). According to TPB (*Figure 2*), intention is influenced by three different spheres, who are separated into *attitude toward the behavior*; *subjective norms* and *perceived behavioral control*.



Figure 2: Theory of Planned Behavior (Ajzen, 1991: 18)

2.1.1. Behavioral Attitudes (Behavioral beliefs)

The first category of TPB is behavioral attitudes. Behavioral attitudes are related to how a person thinks and feels about his or her behavior and reflects evaluations of the behavior. These overall evaluations of the individual's behavior assumed to have two components which work together: the *affective* and the *instrumental attitude* (Caulfield, n.d.: 14). *Affective attitudes* are beliefs about the consequences of the behavior. This could be whether the person believes the behavior is enjoyable or not. One example could be the question to what extent a person thinks that it is enjoyable to go for a run. The *Instrumental attitudes* are the corresponding positive or negative features of each behavioral features. Therefore, it is the outcome evaluation of the individual by questioning if the

behavior is beneficial or harmful. For example to what extent a person thinks it is beneficial or harmful to go for a run.

2.1.2. Subjective Norms (Normative Beliefs)

"Normative beliefs are concerned with the likelihood that important referent individuals or groups approve or disapprove of performing a given behavior" (Ajzen, 1991: 195). Thus, subjective norms refers to beliefs about the evaluation of relevant others concerning a particular behavior. For instance, it relates to support given or not given by family, friends and significant others. Furthermore, within these subjective norms, social norms and pressures are very important. Social norms are rules shared by a group or people of a larger cultural context. Hence, social norms are considered normative in a group of people (Ajzen, 1987: 44). In this context, social norms and pressures can affect the intention and behavior of an individual.

Similar to behavioral attitudes, subjective norms can be separated into two categories, which are called *injunctive* and *descriptive norms*. *Injunctive norms* refers to others who encourage an individual to do the behavior. A *descriptive norm* is based on an individuals perception of the behavior of the people around him or her. It relates to others within a person's social group who engage or do not engage in the same behavior.

2.1.3. Perceived Behavioral Control (Control Beliefs)

Perceived behavioral control is an important variable. Within the TPB it is the extent to which a person feels capable and confident to enact the behavior. Thus, perceived behavioral control again has two dimensions. The first dimension is the extent to which an individual has control over the behavior, whereas the second dimension describes how confident a person is to perform or not to perform a certain behavior.

As mentioned above, it is assumed that perceived behavioral control is determined by the total set of accessible control beliefs (Ajzen, 2002: 666). For example beliefs about the presence of factors that may facilitate or impede the performance of a behavior.

"In combination, attitude toward the behavior, subjective norm and perception of behavioral control lead to the formation of a behavioral intention" (Ajzen, 2002: 665).

By considering these different aspects as a whole (*Figure 2*), it is assumable that when an individual perceives an activity as enjoyable with good benefits (behavioral attitudes), where it has the support and the encouragement of others, as well as members of their social group that already engage in the behavior (subjective norms) and ultimately feel that they have the capability to overcome

potential barriers and demands of the task (perceived behavioral control), they will form stronger intentions (Intentions) and are more likely to engage in activity or behavior (Behavior). Compatible to this, Ajzen formulated the general rule, that ,,the more favorable the attitude and subjective norm, and the greater the perceived control, the stronger should be the person's intention to perform the behavior in question" (Ajzen, 2002: 667).

Given a sufficient degree of actual control over the behavior, individuals are expected to perform their intentions as soon as the possibility occurs (ibid.).

The theory of CSR should complement TPB and show, how football clubs in this domain engage in social activities. Additionally, it should be demonstrated what these clubs consider as important and why they do so.

2.2. Corporate Social Responsibility

CSR is a term which has a common appearance nowadays and has its origins in the United States of America. Parallel to the ecological debates within the USA during the 1950s, a discussion concerning responsibilities of companies and their role inside the society began to rise (Münstermann, 2007: 7). This contention was based on the understanding that companies should orientate their social responsibilities on societal expectations and values (Bowen, 2013: 5). Since the beginning of the twenty-first century, companies and business organization have increasingly been expected to indicate social commitment and contribution to society through activities in environmental and societal areas (Paramio et al., 2013: 1). The European Commission⁷ has taken interest in CSR since the 1990s. In 1993, the then president of the EC, Jaques Delors, encouraged business organization to take an enhancing attitude against social exclusion (International Institute for Sustainable Development, 2013). The concept of CSR was rolled-up again 15 years ago and became more important. During their meeting in Lisbon 2000, the Council of Ministers, made a retrieved attempt for companies to adopt a more sustainable approach (ibid.). Finally, in 2001, the formulated interests of the European Union (from now on abbreviated as EU) towards were CSR manifested in form of a green paper called "Promoting a European Framework for Corporate Social Responsibility". CSR has become an important factor for companies during the last years (Lin-Hi, 2011).

Despite a variety of inputs, the term CSR itself does not have one universal definition. In the above mentioned green paper of the EC, CSR is defined "as the responsibility of enterprises for their impacts on society" (European Commission, 2013). Besides, the EC encourages that enterprises

⁷ From now on abbreviated as 'EC'

"should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders" (EUR-Lex, 2011). Münstermann (2007) describes CSR as a fundamental absorption of societal responsibility through companies. This responsibility exceeds the simple profit seeking of the enterprises. Moreover, companies have to face their social responsibility and become active in regional, social, cultural or ecological projects. Dahlsrud (Dahlsrud, 2006: 5) concludes that CSR implies five different elements: environment, social awareness, economy, stakeholder and voluntarism. Additionally, Archie B. Carrol (1991) depicts CSR as a pyramid, which contains economic responsibility as the foundation. The pyramid is completed through legal responsibilities, ethical responsibilities and discretionary responsibilities. Garriga und Melé (2004) differentiate CSR into four groups, which consist of economical-instrumental, political, social-integrative and ethical concepts. In the proper sense, CSR describes a behavior which is characterized by voluntarism and altruism (Empt, 2003: 14). It is about the importance which actors attach to values. These values could be different for each actor, which means that every actor could have different motivations for a certain behavior. In this context, Wühle (2007) distinguishes the CSR approach into an ethical-normative and an economical approach (Wühle, 2007: 4). This division will be part of the next section, in which both approaches will be presented more precisely.

2.2.1. The Ethical - Normative Approach of CSR – Corporate Citizenship

The ethical-normative approach of CSR serves as a template for the concept of Corporate Citizenship⁸.

While CSR can be described as a general approach, CC provides a more narrowly defined characteristics of social behaviors of companies (Weber, 2010: 28). CC can be describes as civil engagement of companies, who act as a Corporate Citizen and tries – with the help of other actors – to invest into the community (ibid.). According to this approach, companies understand themselves as a part of the civil society and take their place next to citizens and organizations. A company can only become a "fellow citizen" through the appreciation of other fellow citizens within the society (Heine, 2009: 15). According to CC companies and society are living together in one community and are dependent on each other. CC is a relatively new concept, which is used since the 1990s. There are a few different approaches of CC. One of them defines CC as several forms of beneficial and philanthropic activities of companies and therefore is part of the CSR. These philanthropy

⁸ From now on abbreviated as 'CC'

efforts can be transferred to the fourth group of Carrol's CSR pyramid. CC is often described with the term *Corporate giving* or *giving back to society*, which means that companies should give something of their assets back to society, because the society brought economic success to the companies. Summarized, in the CC approach both actors – companies and society – are working together in a mutual relationship (Heine, 2009: 17).

In the philanthropic approach of CC two instrumental varieties are named: *Corporate Giving*, which describes the support of non-profit organizations, projects or activities through donations and the establishment of charitable foundations and *Corporate Volunteering*, which is mentioning the usage of the companies human resources for societal concerns for example through expertise of company employees in social projects (Schäfer, 2009: 26).

2.2.2. The Economical Approach of CSR

As mentioned above, the CSR approach is split up into a normative and an economic approach. From a neoclassical point of view, CSR is equated with profit maximization. The economic motivated approach tries to justify the motivation of companies to implement CSR in an intrinsic way (KUMA, 2012: 2). Hence, the voluntary and non-normative implementation is related to increasing benefits for the company itself (ibid.). The increasing benefits are due to intangible assets like trust, cooperation and image/ reputation.

Although CC was conceived as a normative concept, it contains categories which could be transferred to the *economical approach* of CSR. Loew and colleagues (2004) describe self-interests as a central component of company strategies when they say that "in the ideally understanding of CC a company is not just committed, because it wants to be 'good', but because it connects an utility with it" (Loew et al., 2004: 50). In this case, CC follows a long-term and coordinated strategy which goes beyond philanthropic measures. Additionally, companies are using resources and competences to create partnerships and to communicate with their shareholders. For example through *official giving* where companies provide sponsorship subsidies of the enterprise and complementary provision of products (Geffken & Rawe, 2007: 237).

These two approaches are demonstrating the two different motives that go along with CSR activities. On the one hand, companies should behave voluntarily to give the society in which they are embedded something in return, because of good-will. On the other hand, companies 'use' their activities to increase their image and reputation among the society and their stakeholders.

3. Development of the Main Hypothesis

According to the information of the previous chapter, TPB is important to predict peoples motives and opinions of others when it comes to practice a behavior. In the context of this thesis, VfL Wolfsburg and Borussia Dortmund differentiate themselves due to their circumstances. VfL Wolfsburg is a *Werksclub* with VW as its strong partner. Moreover, VfL Wolfsburg is a subsidiary company of VW. Thus, it is likely assumable that Wolfsburg has entrepreneurial characteristics and different motives and possibilities (Kaelble, 2014) than Borussia Dortmund, who is a *traditional club* and has other structures and resources (Chatzoudis, 2013). Beyond, this differences are partly visible with regard to the nature of the clubs' activities. VfL Wolfsburg, 2015). Borussia Dortmund on the other hand seems to be strictly local-orientated with its initiatives (Borussia Dortmund, 2015), which demonstrates first differences according to the nature of the clubs and their activities. As a result of this, TPB and CSR could explain the dependent variable, which is the nature of CSR activities of Borussia Dortmund and VfL Wolfsburg with regard to the different nature of both clubs, which were mentioned previously.

With regard to the *research question*, both theories and the observations of both clubs the *overall hypothesis* is developed.

Overall hypothesis: The nature of the clubs affect the nature of their activities

Because this thesis deals with CSR activities in the area of professional football, in the next section a connection between these two topics will be done. As an increasing awareness of CSR in professional football – especially in Germany – is visible, factors will be provided to examine reason for this development, which is in line with the story of this thesis.

3.1. CSR in Professional Football

As mentioned in the introduction, an upcoming involvement of sport organization initiatives, which could be considered in the field of CSR, is noticeable. Initiatives are for example philanthropy, community involvement, youth health initiatives and youth educational activities (Babiak & Wolfe, 2009: 2). Furthermore, Babiak and Wolfe (2006) suggest that sport organizations have no alternatives when it comes to CSR. They have the opinion that "they cannot ignore it, whether they are motivated by altruistic principles of helping others, and, or by pragmatic concerns related to the

bottom line" (Babiak & Wolfe, 2006: 221).

Especially football with its societal relevance got increasingly involved into the research area of CSR. Football clubs are shaped and resulted out of historical processes with cultural, ethical and local communities, which were brought together to play football (Sieweke et al., 2007: 489). These local communities felt a strong relationship between them and their football club and created the identity of the clubs through their support (ibid.). In addition to that, a quotation of Alexander Wynn underlines the social relevance of football teams and their connection to their local communities by saying that "Clubs from towns, cities or regions command the hearts and minds of their fans. Each club, so its followers believe, embodies the local character, traditions and spirit that define the community. [...] Football teams can be fashioned to reflect local and national ideologies, characteristics, spirits, beliefs, practices, and symbols that constitute cultures" (Wynn, 2007: 4). Besides, football clubs have the privilege to be an institution that can represent the community they are coming from easily. Through their societal acceptance, football clubs act as ambassadors of their community and as an identification vehicle for their citizens (Rosca, 2011: 327). For example in Spain, the FC Barcelona is not just a club (their club slogan is *més que un club*, English: 'more than a club') but the ambassadors of the city Barcelona and their inhabitants and the pride of the Catalan people (Sieweke et al., 2007: 493).

As mentioned above, the normative sphere of CC describes *giving back to society* as an important element within that approach. Transferred to professional football, the citizens show their support to the football club. In exchange, the football clubs want to give something back to the citizens (supporters) of their community with more than just the game of football (Rosca, 2011: 327). That is why the clubs offer help to the community through various charitable projects like educational, health or social inclusion programs (ibid.).

But there is also another indicator, which tries to explain the development for the paradigm shift which was brought to European football nearly 20 years ago (Sieweke et al., 2007: 489). Through emerging commercialization of football clubs, they nowadays can be characterized as enterprises, by a registration of growing economic activities. As already mentioned, the English Premier League was a pioneer in the area of CSR in professional football. In 2006/07, all 20 Premier League clubs generated a total sum of 2.4 billion Euros (Sieweke et al., 2007: 490). Compared to the year 1995/96, Premier League clubs produced an overall turnover of 534 million Euro (ibid.) The German Bundesliga had an total amount of 1.5 billion Euro (373 million Euro in 1995/96), which shows the increasing commercialization and punctuates the economical ascendancy of the English Premier League (ibid.). One key element of this ascendancy is the fact, that Premier League have

transformed themselves into capital companies since the beginning of the 20th century. Therefore, clubs opened themselves for external investors. One famous example is the London-based club FC Chelsea. In 2003, Russian oligarch Roman Abramovich became owner of the 'company' FC Chelsea and brought financial and sporting success to the team. The increasing commercialization of the Premier League led to the trend, that most of the supporters went to the stadiums out of entertainment purposes, not to support their local team. Spectators want to see famous football stars rather than identify themselves as an active actor and supporter of their team (Bleeker-Dohmen et al., 2007: 515). Moreover, through rising ticket prices plenty of supporters, who are mostly located in the working class, can not effort them anymore (Sieweke et al., 2007: 497). Instead, working class supporters are exchanged by visitors of the middle class, who are mainly interested in amusement (ibid.). This results in a lower identification of the supporters and an ascending alienation between the clubs and their fans. Another factor are high television rights, who are paid by the TV stations directly to the clubs. This year the television rights had a total value of 6.9 billion dollars for the next four years (Spiegel Online, 2015). As a result of this development, Premier League clubs tend to entrench CSR into their club guidelines to keep the relationship between the clubs, their local communities and their supporters stable and consistent (Breitbarth & Harris, 2008: 184).

Considering the professional football in Germany, a similar progress is visible for the last years (DPA, 2013). Clubs like Bayer 04 Leverkusen, RB Leipzig and TSG Hoffenheim 09 are commercialized clubs with either a powerful sponsor to whom they are connected with (Bayer 04 Leverkusen with the chemical and pharmaceutical company *Bayer* and RB Leipzig with Austrian energy drink company *Red Bull*) or investors like German billionaire software entrepreneur Dietmar Hopp, who lead TSG Hoffenheim 09 - through his investments - from the 9th German division into the German Bundesliga within 18 years. Moreover, *traditional clubs* like Bundesliga founding member Hamburger SV (investments through businessman and majority owner of international transport company *Kühne* + *Nagel*, Klaus-Michael Kühne) or FC Schalke 04 (since 2007 sponsored by the Russian gas company *Gazprom*) opened themselves for investors and powerful sponsors.

Alongside to the growing economic activities of Bundesliga clubs, the League association German Football League (from now on abbreviated as DFL) founded a charitable foundation in 2009, called the *Bundesliga-Stiftung*. One central aim of the *Bundesliga-Stiftung* is to utilize the popularity of German professional football and the Bundesliga to encourage and support social projects. These projects are mainly conceived for children, handicapped people and people with migrant backgrounds (Bundesliga-Stiftung, 2015). Since then, nearly every Bundesliga club follow suit of

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the DFL and their *Bundesliga-Stiftung*. Furthermore, teams like SV Werder Bremen, Hamburger SV and VfL Wolfsburg integrated CSR departments into their clubs statue, which shows an awareness of CSR within professional football in Germany.

To summarize the first chapters, it can be stated, that an increasing awareness of CSR activities in professional football is clearly visible. Especially in the German Bundesliga this trend is noticeable since a couple of years. To answer the research question, which is dealing with the differences according the nature of the projects and the motivations of clubs to become socially active, TPB and CSR will be connected with each other. With the support of TPB, factors that affect the behavior of the clubs and therefore result in different outcomes towards the nature of their behavior can be examined. Additionally, CSR complements TPB with the characterization of actual entrepreneurial targets and motivations referring to social commitment. Thus, the general ideas of TPB will be specified by the theory of CSR.

Both theories will be operationalized by open and standardized interview questions, which are dealing with indicators of both theories.

4. Methodology

4.1. Research Design

The aim of the determination of a research design is to do one's bit to answer the research question and to guarantee the control over the procedure (Flick, 2009: 77).

In this thesis, the research design is a case study, which is a form of qualitative descriptive research and is used to examine individuals, a small group of participants or a group as a whole (Flick, 2009: 80). In the context of this thesis, two clubs out of the German Bundesliga were chosen to examine them and find possible differences within their CSR activities. VfL Wolfsburg und Borussia Dortmund were selected, because they differentiate themselves due to their circumstances. As mentioned above, Wolfsburg is a good example for a *Werksclub* and has entrepreneurial characteristics. Dortmund on the other hand is a prime example for a *traditional club* and thus maybe pursues other values and motives. Another factor, why these two clubs were chosen was the fact that they are located more or less nearby.

4.2. Method of Data Collection

In this section the method of data collection is presented through the selection of the interview

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partners, the construction, implementation and content of the interview and the evaluation of the interview.

4.2.1. Selection of the Interview Partners

The selection of the interview partners was made by the personal decision of the author. In the preliminary stage of the selection thoughts were given to the question, which persons are involved in the CSR activities of the Bundesliga clubs Borussia Dortmund and VfL Wolfsburg. The choice was in favor of Nico Briskorn, who is the head of the CSR department of VfL Wolfsburg, and Thomas Klein, who is in the staff of Borussia Dortmund and belongs to the working area of CSR. These two interview partners seemed adequate to answer the questions of the predetermined questionnaire in a satisfying way.

For the first interview Nico Briskorn was visited in Wolfsburg on July 22nd 2015. The interview took place in his bureau next to the *Volkswagen Arena*, which is the stadium of VfL Wolfsburg. The second interview was held in Dortmund with Thomas Klein on July 28th 2015 in the branch office of Borussia Dortmund.

4.2.2. Construction, Implementation and Content of the Interview

Within this case study, a mix of quantitative and qualitative research is provided. It is presented through a questionnaire which was used in a qualitative interview with two CSR representatives of VfL Wolfsburg and Borussia Dortmund, who will be introduced in the section *method of data collection*. On the one hand, the designed interview has 9 standardized question (questions 8,9,10,11,14,15,16,17,19), whose answers are prescribed, which is an indicator of a quantitative research design. Thereby, the questions and answers, as well as the order of the questions are determined. This strict procedure has the aim to make the answers of the interviewees comparable (Flick, 2009: 105). On the other hand, the interview contains 12 open questions, which allows the interviewee to answer the question free and narrative. These open questions were predetermined. This questioning technique is called *guided interview* and belongs to the field of *qualitative empirical social research*. As mentioned before, the interviewee has the chance to report and explain in an open way, because the questions in *guided interviews* do not contain possible answers (Flick, 2009:113). Therefore, this procedure is less strict than other questioning techniques of the empirical social science. One fact, that connects the standardized questions with the open questions of a *guided interview* is, that the statements within the *guided interview* are comparable, because

both interviewees were asked the same questions, in the same order.

The first two questions of the interview were open questions, which were not relevant for the research question. They dealt with the position and the typical working day of Nico Briskorn and Thomas Klein and functioned as an introduction of the interview. During the interview the mix of standardized and open questions were asked to both interview partners in the same order. The questions were created to gain information about different fields of their CSR activities and motivations. For that different question types were designed in 5 categories by considering the research question, the presented hypotheses and both theories.

1) Strategies and Motivations

These questions were created to gain information about possible strategies and motivation of CSR activities and the nature of the clubs in this domain. For instance if CSR activities are conducted out of image reasons. Thus, the dependent variable, which deals with the behavior and the motives of Bundesliga clubs to become social active can be answered.

2) Level of Activity

These questions were formulated to get information about the frequency of CSR activities in comparison to other Bundesliga clubs and how both interviewee evaluate their degree of activities.

3) Organization

The questions in this category were intended to achieve information about the involvement of the employees and the financing of their CSR activities.

4) Theory of Planned Behavior

These questions were posed to examine in what way the three categories of TPB by Ajzen (behavioral attitudes, social norms and pressures and perceived behavioral control) are present and satisfied in both clubs. Furthermore, possible differences towards personal attitudes, evaluations of relevant others and available resources should be found out to answer the dependent variable referring the differences within the nature of the clubs' projects.

5) The Nature of the Projects

These questions were asked to gain information about possible concentrations of CSR activities. For instance if projects are concentrated on certain age groups and domains or if the activities are mainly local or global orientated.

The last two questions of the interviews dealt with a forecast of CSR activities of Bundesliga clubs

for the future. Within these question, both interview partners should give own evaluations and desires for the future. Therefore, they acted as final questions to end the interview in a nice and positive way.

All in all, 21 questions were posed to Nico Briskorn and Thomas Klein. Both of them preferred to hold the interview in German to give more detailed answers. Before the interview both interviewees agreed that the interviews were recorded. The interview with Nico Briskorn of VfL Wolfburg had a length of 27 minutes and the conversation with Thomas Klein of Borussia Dortmund had a longitude of 1 hour and 39 minutes, which is quite remarkable considering the fact that both interviewees received the same questions. Additionally, information from the websites of the clubs were included to complement the interview material.⁹

4.2.3. Evaluation of the Interview

After the implementation of the interviews, the recordings of both conversations were transcribed and translated into English. Moreover, as mentioned above, categories were build out of the interview questions to have the opportunities of a qualitative content analysis according to Phillip Mayring, which will be part of the next section.

4.3. Method of Data Analysis

4.3.1. Structured Qualitative Content Analysis

As a method of Data analysis the thesis refers to a qualitative content analysis. Because of the missing 'hard data' within the topic of CSR and football, the results of the proceeded interviews have to be analyzed by its content. More precisely the analysis should be performed by the Content Structuring/ Theme Analysis by Phillip Mayring. Within the qualitative content analysis, Mayring names three possible analyzing techniques: the *summary*, the *explication* and the *structuring*.

The main target of the *summary* is to reduce the material in a way, such that only the essential contents remain. Through an abstraction a manageable corpus should be the reflection of the basic material (Mayring, 2014: 67). The technique of *explication* is quite the contrary. Within this form, the target of the analysis is to complement individual text parts by additional material. This additional material should expand the understanding of the text parts and illustrate them (ibid.). The

⁹ Both interviews were prepared, conducted, transcripted and evaluated in a collaboration with Jonas Klee

third technique is called *structuring*. The structuring is one of the most central methods of content analysis and has the goal of extracting a certain structure out of the material (Mayring, 2014: 95). This extracting should be done on the basis of a determined category system. To make sure that the material can be selectively assigned to the defined categories and therefore made objective in terms of the research purpose, Mayring suggests three steps within the structured content analysis. Within the first step *categories* will be defined. Therefore it is precisely determined which text parts belong to a category. The second part is called *anchor samples*, where "concrete passages belonging to particular categories are cited as typical examples to illustrate the character of those categories" (ibid.). Last but not least, within the *coding rules*, rules are formulated for the purpose of unambiguous assignment to a particular category. This is important, if problems of differentiation between the categories appear. Within this thesis, the analyzing technique of the structured content analysis is used, because it allows to set up a category system, which is theory driven and enables to allocate the variables to specified and defined categories. Through the designed questionnaire, which was used for the interviews, a classification of the categories was simple. Moreover, the clear differentiation of the categories make it possible to compare the two interviews with each other.

A structured content analysis is divided into several steps (*Figure 3*). The first step is a determination of the analysis unit. In this thesis, the units of analysis are Nico Briskorn (VfL Wolfsburg) and Thomas Klein (Borussia Dortmund), with whom the interviews were conducted. Then, the different structuring dimensions are determined through the utilized theories and the derivation of the research question. In the present case, the structuring dimensions are CSR and TPB, which are the two main theories in this thesis. Furthermore, football clubs, social commitment and the nature of the projects, are determined as structuring dimensions, as they are derived from the research question. In the third step, the category system has to be composed. In this case, the procedure is deductive because the category system is established before coding the text. "The categories are deduced from theory, from other studies or from previous research" (Mayring, 2014: 97). Within the thesis, the different categories are composed with regard to the theories of CSR and TPB and by considering the important variables of the research questions. These variables are for example the strategies and motivations of the social engagement of the club and the difference in the nature of the two teams.

Therefore, as mentioned in the section above, 5 categories are formed: *Strategies and motivations*, *level of activity, organization, question referring to TPB* (with three subcategories, who examine the three different components of the theory) and *the nature of the projects*. With the help of this categorization, aspects of the research questions can be operationalized and brought to the material

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(ibid.). This inductive category assignment is done with nominal category systems, who consist of independent categories and "are formulated in advance and hold constantly through the text analysis" (Mayring, 2014: 98).

In the next two steps, *anchor samples* and *coding rules* are enunciated. As mentioned above, *anchor samples* are defining the categories through certain text passages. In the present thesis, the interview questions were predetermined and delimited to the other categories. That is why the *coding rules* are in this context mostly unnecessary. After the formation of categories with their definitions through *anchor samples* and *coding rules*, passages are examined which match the categories. This is done through a frequent material run-through and the marking of the place of recovery.

Then, the editing and extraction of these passages and possible revisions of the categories are important, before these findings will be analyzed.



Figure 3: The Different Steps of Structured Content Analysis (Mayring, 2014: 96).

4.3.2. Content Structuring

The analysis of the results is done with the help of the *content structuring*. The *content structuring* is one of the four analyzing techniques (next to formal, typecasting and scaled structuring) of the

structured content analysis. According to Mayring, within the content structuring the main target is to filter out and summarize certain topics, contents and aspects out of the material (Langer, 2000: 26). As already mentioned, the extraction of the content is made through designed categories, who are assigned to the categories through *anchor samples* and *coding rules*. Subsequently, the extracted material is summarized per main- and subcategory in form of paraphrases.

4.4. Object of Research

The objects of research, who will be analyzed within this thesis are the Bundesliga clubs Borussia Dortmund and VfL Wolfsburg. These two clubs were chosen due their different circumstances. Borussia Dortmund on the one hand, is a good example for a *traditional club* with a long-lasting history (Leipoldt, 2014: 6). VfL Wolfsburg on the other hand, is the embodiment of a Werksclub (Gurris, 2015). Nevertheless, both clubs have a common ground. Both clubs possess entrepreneurial characteristics (Hahn, 2010). Borussia Dortmund is active on the stock market (Borussia Dortmund, 2015) and VfL Wolfsburg has a strong relationship to their powerful sponsor VW (Gurris, 2015). Moreover, Borussia Dortmund is socially active with their foundation *leuchte auf* (English: 'shine on'), whereas VfL Wolfsburg performs social engagement with the help of their umbrella organization Gemeinsam bewegen (English: 'move together'). According to the definition by the EC CSR is defined "as the responsibility of enterprises for their impacts on society" (European Commission, 2013). As mentioned above, both clubs have entrepreneurial characteristics. Additionally, Borussia Dortmund (Prym, 2012) and VfL Wolfsburg (VfL Wolfsburg, 2015) are active with social programs within civil society, which shows that both clubs are located in the domain of CSR. As this thesis tries to explore the motives of both clubs, their social programs will not be explained too detailed.

In addition, the activities of both clubs can be considered as a behavior, because Borussia Dortmund and VfL Wolfsburg are acting out of intentions and beliefs. According to TPB, the behavior is strongly related to the intention. In the case of this thesis, it would be interesting to examine influencing factors, which affect the three different spheres of TPB and determine the intention of the clubs behavior. As well as their distinctions due to the the different circumstances of a *traditional club* and a *Werksclub*.

4.5. History and Background of the Clubs

4.5.1. Borussia Dortmund

Borussia Dortmund as a so called *traditional club* is deeply woven into the identity and society of their city Dortmund (Dörries, 2013). This is typical for a club based in the Ruhrgebiet. With an average of 80,475 spectators per game (Statista, 2015) and 1.367 million per season (Kicker, 2015) Borussia Dortmund has the highest average of viewers in Europe. Since decades the Signal-Iduna Park (formerly 'Westfalenstadion') is admired all over Europe because of the great atmosphere which is created by Dortmund fans every week. One keyword in this fact is the slogan of Borussia Dortmund. It is called *Echte Liebe* (English: True Love). *Echte Liebe* is perfectly characterizing the strong relationship between Borussia Dortmund, their city, their regions and especially their supporters. In 2005, Borussia Dortmund nearly went bankrupt. Therefore, supporters of Borussia Dortmund organized protest marches to demonstrate against the demise of their club (Sport1, 2015). One month later, various creditors agreed the rehabilitation concept of the club. According to that, the supporters of Borussia Dortmund and their creditors, who are predominantly based in the region around Dortmund (such as Sparkasse Köln-Bonn and entrepreneur Paul Sahle, who is based in the Münsterland) rescued their club from collapse (FAZ, 2005). Six years later, on the 30 April 2011, Borussia Dortmund won the championship of the German Bundesliga. The club is now financially secured and successful again. In November 2012, Borussia Dortmund constituted their legally responsible foundation *leuchte auf*. With this foundation Borussia Dortmund tries to engage themselves with social commitment, which shows that CSR is a factor in the statutory of the club. Out of the information material of their websites, it is noticeable that Borussia Dortmund is exclusively active in the social domain (Borussia Dortmund, 2015).

4.5.2. VfL Wolfsburg

The city of Wolfsburg was founded in 1938 as a company headquarter of VW under the name *Stadt des KdF-Wagens*¹⁰ *bei Fallersleben* (English: City of the KdF Car at Fallersleben) and therefore is a city with a young history. During the British occupation after World War II the city was renamed into Wolfsburg (Stadt Wolfsburg, 2015). The fact that the city of Wolfsburg was established as a product of the VW company elucidates the inseparable bond between those two units (ibid.). In September 1945 the football club VfL Wolfsburg was founded. For comparison only, Borussia Dortmund was based 36 years earlier in 1909. The club grew out of a multi-sports club for

¹⁰ The KdF-Wagen ("Kraft durch Freude") was the name for Volkswagen before World War II

Volkswagen workers in the city of Wolfsburg . These facts are the reason, why VfL Wolfsburg is not really recognized as a *traditional club*. Through their strong connection to VW a high proportion German football correspondents, journalists and fans name VfL Wolfsburg Werksclub (English: 'industry related club') (Wallrodt, 2014). Because of VW's intense financial support, VfL Wolfsburg is not the most favored club in the Bundesliga. They share this fate with other Werksclubs like Bayer 04 Leverkusen and RB Leipzig. There are several reasons, why image and reputation of Werksclubs are at a lower level. One element is, that fans of traditional clubs are not respecting clubs like Wolfsburg, because they are of the opinion, that these teams do not have any tradition (Patzwaldt, 2014). As aforementioned, tradition and culture is a huge factor in football. Moreover, fans and officials of Bundesliga clubs complain about the weak attendance figure of *Werksclubs*, especially at away games (SPOX, 2013). Concerning the average of attendance figures, VfL Wolfsburg has a total amount of 479.387 and thereby belongs to one of the four Bundesliga clubs with the lowest attendance rate (Kicker, 2014) although the finished the season as runner-up behind FC Bayern München and won the DFB Cup (German national trophy), which is quite remarkable. Another indication is the match Bayer 04 Leverkusen against VfL Wolfsburg in autumn 2014. The media portal "meedia" wrote in the context of this game that "no other game reaches reliable disastrous TV ratings" (Horeni, 2014). The German Pay-TV broadcaster "Sky" had a rating of less than 5000 spectators for that match (ibid.). These facts make clear, that the image and reputation of VfL Wolfsburg is not the best within Germany.

VfL Wolfsburg was one of the first Bundesliga club that integrated a CSR staff into their constitution (Blech, 2014). Within their CSR staff, VfL Wolfsburg adapted the factory guidelines of Volkswagen (VfL Wolfsburg, 2012: 66) and started to publish a sustainability report in 2011 and a CSR progress report in 2014. The initiative *Gemeinsam bewegen* forms the umbrella organization for all projects of the club. These projects are summarized in four columns: education, integration, health and environment. Additionally, VfL Wolfsburg is globally engaged in Brazil, China and Mexico with their project 'Wolfsburg United' (VfL Wolfsburg, 2015).

4.6. Hypotheses

According to the *research question* of this thesis: '*Which factors explain differences in the nature of CSR activities of a traditional football club like Borussia Dortmund and VfL Wolfsburg as a Werksclub and what are their motives to become social active?*', a connection between the theories and the backgrounds of Borussia Dortmund and VfL Wolfsburg is important to answer it. As mentioned in the theoretical framework, TPB and CSR are good instruments to analyze the

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behavior and motives of both clubs towards their CSR activities. Another factor, which should help to understand possible differences in the nature of the clubs are their different circumstances. In this context, TPB will be important to examine influential factors, forming their intentions. Therefore, an internal view of the club's behaviors and motives has to be provided through interviews with their representatives. The interpretation of these interviews has to be proceeded carefully, as the representatives could only pretend to have intentions. Hence, this is difficult to control. Furthermore, differences due to the circumstances of both clubs were described in the previous section. Borussia Dortmund for example is characterized as a traditional club (Dörries, 2013), with a long-lasting history and a strong support of their fans, which is underlined by the attendance figures. Thus, Borussia Dortmund has a strong connection to their local community, which could affect the club's nature towards an increasing activity in social spheres according the ethicalnormative approach of CSR. VfL Wolfsburg is a relatively young club, with VW as their most important sponsor. The strong connection to VW could affect the behavior of the club and therefore result in economical-motivated activities of VfL Wolfsburg. Another factor in this context could be the rather poor image of the club within the society, which is underlines by the low attendance figures and articles of the media (Patzwaldt, 2014). This could lead to economical-motivated incentives and intangible assets like an increased image to become social active. Additionally, the influence of VW could lead to a wider range of CSR activities, which is partly emphasized by VfL Wolfsburgs global-orientated programs within their initiative 'Wolfsburg United' and their active involvement in the domain of environment and sustainability (VfL Wolfsburg, 2015). Moreover, the differences of the nature of both clubs can lead to different interdependences of important others and sources of resources according to the social norms and perceived behavioral control of TPB.

Out of these observations the following hypotheses – which walk along with the research question – were deduced.

Hypothesis 1: The nature of the club (*traditional club* vs. *Werksclub*) affect the values of its management. Thus, *traditional clubs* are more socially-motivated, whereby *Werksclubs* are economically-motivated.

Hypothesis 2: According to the social norms of TPB, the nature of the clubs affect who are relevant others. For VfL Wolfsburg as a *Werksclub* VW and their economical partners are the most important others, for Borussia Dortmund as a *traditional club* a wider group including the local community

are significant.

Hypothesis 3: The nature of the club affects the nature of the resources. VfL Wolfsburg as a *Werksclub* is more dependent on elaborate resources of the *Werk*, whereas Borussia Dortmund as a *traditional club* is dependent on broader resources.

Hypothesis 4: A club will engage in a broader range of activities and these activities will be more varied if its attitude is rather economically (and hence less normative) motivated.

Hypothesis 5: A club will engage in a broader range of activities and these activities will be more varied if its relevant others include a wider range of economic groups,.

Hypothesis 6: The more extensive and the more varied the sources of revenue of the club's resources are, the more it will engage in a broader range of activities and these activities are more varied.

5. Analysis

In the following analysis, the method of the structured content analysis is used. As above mentioned, categories are inductively created and defined through *anchor samples* and *coding rules* (see Appendix). In this section, Borussia Dortmund and VfL Wolfsburg will be analyzed towards their different circumstances to examine possible evidence for the *overall hypothesis* and see whether there is a difference between *traditional clubs* and *Werksclubs* towards the dependent variable.

After the introduction of both clubs in the previous section, it became visible that they are different with regard to their nature. Borussia Dortmund is a *traditional club* who is deeply woven into its society and has a lot of reputation within this society, which is underlined by the attendance figures. Furthermore, Dortmund exclusively has programs in the social domain and is very active in their local area. VfL Wolfsburg on the other hand, has a different background than Borussia Dortmund. As a relatively young club with VW as their strongest partner, the image and reputation of the club is not the best within the society. Hence, according to the *economical approach* of CSR. it seems,

that they are social committed to gain an increased image. Moreover, Wolfsburg is internationally active with their initiative 'Wolfsburg United' and – next to the social area – highly concentrated on environmental topics. Furthermore, the CSR staff of VfL Wolfsburg implemented the company guidelines of VW, which shows the entrepreneurial character of VfL Wolfsburg and the strong partnership to VW.

To sum up, it seems like the *overall hypothesis* '*The nature of the club affects the nature of the activities*' is proven as valid: Dortmund as a *traditional club* has a different nature than VfL Wolfsburg as a *Werksclub*. Moreover, these differences seems to concern the nature of their activities. Dortmund as a *traditional club* is superficially active in the local community and in social domains. Wolfsburg as a *Werksclub is* globally engaged and active in environmental areas.

Thus, on first sight, these findings are in line with the expected *overall hypothesis*. The question in this context is, whether this result is coincidental. In the next step, we want to see if there is really a link between the dependent variable, the independent variable and to the theoretical mechanisms considered as relevant in the theories. Therefore, the dependent variable, which is the *nature of the clubs activities*, will be reviewed by with regard to the mechanisms of TPB and CSR to draw a connection to the independent variable, which is the *nature of the clubs (Figure 4*). This will be done with the help of three of the six sub-hypotheses (*Hypothesis 1, Hypothesis 2* and *Hypothesis 3*), which were created out of the theoretical framework and the observations of the previous section. Hence, we can see if these differences due to the nature of the clubs have an impact on their activities.



Figure 4: Connection of the Dependent and Independent Variable with Regard to Both Theories (Own Research).

1a) CSR/ Attitude

According to the first determinant of TPB, intentions are formed out of personal attitudes and evaluations towards a behavior. Considering the attitude of Thomas Klein and Borussia Dortmund with regard to CSR activities, it is strongly visible, that they evaluate it as very important. Especially the motivation to face societal challenges is an essential factor within the attitude of the club. As Borussia Dortmund is located in the structurally weak are of the *Ruhrgebiet* they are highly interested in giving something back to the society with their programs and initiatives, which is in line with the ethical-normative approach of CSR. It also underlines the strong connection between Borussia Dortmund and their region. Moreover, Thomas Klein evaluates an increased image out of CSR activities as a nice side effect, but not as a driving force of Borussia Dortmund's social commitment. As a proof, several projects of Borussia Dortmund were not communicated via media or press.

VfL Wolfsburg considers CSR as very important, too. Like Thomas Klein, Nico Briskorn evaluates the responsibility of VfL Wolfsburg to face societal challenges as necessary. The biggest difference between both clubs is, that Wolfsburg clearly mentions, that they perform their CSR activities to get an increased image and reputation amongst their stakeholders. Nico Briskorn calls it one of the most

important company goals, which also shows, that VfL Wolfsburg evaluates itself as a company. Therefore, they place their projects everywhere in the media to draw attention on their projects and – according to the *economical approach* of CSR – enhance intangible assets like image and reputation.

2a) CSR/ Social Norms

With regard to the second determinant of TPB, it is important that referent individuals or groups approve or disapprove a performance of a given behavior. According to the interviews, it is noticeable, that both clubs receive a natural pressure out of the society, as both clubs are in the center of public attention. This fact is compatible with the definition of the EC which defines CSR "as the responsibility of enterprises for their impacts on society" (European Commission, 2013) and shows the importance of football clubs within the society and their responsibility to engage with social commitment. Furthermore, the club managements of both clubs have a strong influence on their social commitment and evaluate the activities in this context as favorable and important. Moreover, other important others like internal and external stakeholders, fans or the media of both clubs are estimating the clubs behavior as pleasant. Considering the most important partners of both clubs, it is visible that VfL Wolfsburg has one big economic partner with VW. Thus, VW has a strong influence within the club, which is underlined by the adaption of the company guidelines of VW inside the club's CSR department, the stadium of VfL Wolfsburg, which is called Volkswagen-Stadion and the logo of VW on the jerseys of the club. VW is an omnipresent factor and sponsor in Wolfsburg. Dortmund on the other hand, has three sponsors, who are located in the region. Unlike VW, Sparda-Bank (bank), Evonik (chemical company) and Burg Wächter (door locking systems) do not have an omnipresence within the club. They act as donation sources but do not influence the work of the club's management. Next to these three partners, Borussia Dortmund is dependent on donations out of the local community. It shows, that Wolfsburg has one big economical partner, whereas Dortmund is dependent of local companies and the community.

3a) CSR/ Resources

The organization of both clubs towards their social commitment is professional. The Borussia Dortmund foundation *leuchte auf* on the one hand is a registered foundation and therefore obligated to act in terms of the foundations statutory. This means that Borussia Dortmund has to spend the received money just as in the statues of the foundation formalized. They are not not allowed to make any profit out of donations. Thus, donations are the foundation of *leuchte auf*. Additionally, the social engagement is financed by the KgaA (English: commercial partnership limited by shares) and processed by Marco Rühmann (project manager CSR of Borussia Dortmund – ed. Note) and

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Thomas Klein, who are the representatives of the social affairs of the club in combination with the foundation council.

VfL Wolfsburg's organization with regard to CSR activities is even more professional. As mentioned above, VfL Wolfsburg has an own CSR department, which includes 4 permanent employees, who are processing CSR issues and the coordination of their social commitment. Inside this department the initiative *Gemeinsam bewegen* forms the most important brand for the CSR activities of the club. *Gemeinsam bewegen* acts as an umbrella brand and contains the whole range of VfL Wolfsburg's social commitment. Moreover, VfL Wolfsburg adapted company guidelines of VW (VfL Wolfsburg, 2012: 67), which shows that VW has a big influence on CSR activities of the club. Additionally, through the adaption of the company guidelines of VW, VfL Wolfsburg is using competences of VW to create partnerships and communicate with their stakeholders, which is transferable to the *economical approach* of CSR as one of Wolfsburg's key motivations to become social active. Besides, the clubs' CSR department has its own budget, an own cost center and published an sustainability report, which again demonstrates the high professionalism of VfL Wolfsburg's CSR staff. It also emphasizes that VfL Wolfsburg views itself more as a company than a football club.

Concerning their resources to perform their behavior according to TPB, both club do not have any lack in resources. Thus, Borussia Dortmund and VfL Wolfsburg are feeling capable to execute CSR activities with regard to the perceived behavioral control. With regard to the source of their revenues, it is likely to say that VfL Wolfsburg is dependent on the resources of their big partner VW, who is deeply integrated in the club. Dortmund on the other hand, has implemented a foundation and is therefore dependent on a broader range of sources out of the community.

The above mentioned evidences clearly presented differences with regard to the nature of the clubs. Both clubs evaluate their CSR activities as favorable and important and are supported by significant other, like the clubs' management. One difference in this context is, that Wolfsburg has one strong economical partner with VW, who has a big influence within the club. Dortmund has several partners out of the region and includes the local community as a basis of their resources. Also, they do not have any lack in resources to perform their behavior, but differentiate each other with regard to the sources of their revenue. Wolfsburg receives a strong support from VW as their economical partner, whereas Dortmund is dependent on broader range of resources and donations out of the local. Through the different determinants of TPB and the approaches of CSR it is clearly visible that both clubs show different attitudes and motivations towards social commitment. According to the *ethical-normative approach* of CSR Borussia Dortmund is motivated to give their society

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something back through their activities. Moreover, Borussia Dortmund is not motivated to become social active out of image reasons. The club activities are bound to the statutory of their foundation *leuchte auf* and they are not allowed to take profit out of it, which again could be related to the *ethical-normative approach* of CSR.

VfL Wolfsburg on the other hand rather demonstrates entrepreneurial characteristics. They evaluate – according to the *economical approach* of CSR – an increased image and reputation as a result of social commitment as their primary company target. This fact is emphasized by their strategy to place their programs everywhere in the media. Furthermore, VfL Wolfsburg acts very professional and strategical, which is underlined by the implementation of a CSR staff who adapted VW company guidelines into their department.

Now, the expected differences in the nature of the clubs are proven. In the next step, it will be analyzed if and how these differences affect the nature of the clubs'activities to examine if a correlation between the dependent and the independent variable is existing. This again will be done with the help of the three mechanisms of TPB, the two approaches of CSR and three sub-hypotheses (*Hypothesis 4, Hypothesis 5* and *Hypothesis 6*).

1b) CSR/ Attitudes

As mentioned previously, VfL Wolfsburg has economical motivations within their social engagement, which should lead to an increased image. With regard to the nature of the clubs activities, this trend is striking as well. VfL Wolfsburg is regionally active, but not exclusively. The club regards the ongoing globalization as an important factor and therefore implemented CSR programs in China and Brazil inside their initiative 'Wolfsburg United'. In this context, Nico Briskorn mentioned, that these programs were initiated to open new markets – especially in China. Referring to TPB, this emphasizes the club's economical attitude, which results in a global-orientated orientation of the club. Moreover, it demonstrates the strong connection between VfL Wolfsburg and VW, as VW has factory locations in China and also can – in compliance with the *economical approach* of CSR – profit from this engagement in terms of an increased image within the country.

Quite the contrary, Borussia Dortmund is strictly active in Dortmund and the region around Dortmund, which shows that the club has a big aim to support people who are living in the direct environment of the club. There are only a few examples, where Dortmund supported requests from different parts of Germany. Thus, the nature of the club is reflected in the nature of their activities. As mentioned above, Borussia Dortmund is deeply woven into the society. Therefore, the attitude, which creates the intention of their behavior, is strongly related to the *ethical-normative approach* of CSR. This is emphasized by Thomas Klein, who mentioned, that especially in structural weak region like the *Ruhrgebiet*, where the club is embedded in, the importance of giving something back to the society is essential.

2b) CSR/ Social Norms

According to the second determinant of TPB, both clubs receive strong support through their club managements, internal and external stakeholder to perform the social activities. VfL Wolfsburg has a powerful economic partner and sponsor with VW, which is reflected in the nature of the activities of the club. Next to projects in the social domain like health and inclusion programs, VfL Wolfsburg is highly active in the area of environment and sustainability. Nico Briskorn evaluates the area of environment as one of the most important ones within Wolfsburg's domains of activities. In this context, Wolfsburg works together with *NABU*¹¹ and plants trees for every goal of VfL Wolfsburg. One reason of this strong activities could be the influence of VW as their economical partner. With regard to the social norms of TPB it is likely to say, that VW's influence concerning the social engagement of VfL Wolfsburg affected the variety of their programs. With the club's engagement in the topic of environment, VfL Wolfsburg could 'greenwash' the pollution, which is created through VW automobiles.

Next to the club management and internal stakeholders, Borussia Dortmund is supported by several partners. For instance through the *Sparda-Bank, Evonik* and *Burg Wächter*. In this context, it is noticeable, that all three partners are located in the region around Dortmund. Thus, it seems plausible that these partners are interested in local activities of Borussia Dortmund. This is in harmony with the strict local-orientation of the club and demonstrates how important others can influence the nature of the club's activities. Obviously the most important economic partners of both clubs seem to set the norms for the clubs. Moreover, Borussia Dortmund cooperated with the city of Dortmund, when they established their foundation in 2012. The target groups of Borussia Dortmund's social commitment were influenced by a study of the city of Dortmund, which was conducted in 2008 and pointed out diverse problems of the city and the region around Dortmund. Projects like *schwarzgelbe Familie* (English: 'black-yellow family'), where Borussia Dortmund tries to motivate their fans to become social active by honorary work or *90 Minuten gegen Rechts* (Englisch: '90 minutes against racism'), where racism should be tackled, were influenced by the

¹¹ Nature and Biodiversity Conservation Union Germany

study of the city. Thus, one important aim of Borussia Dortmund is to combat regional problems and again demonstrates the local connection between the club and the society, which is transferable to the *ethical-normative approach* of CSR. According to TPB, this development shows the influence on important others, like the city of Dortmund, on the club's behavior. Borussia Dortmund has a strong emphasis on social projects, which was confirmed by Thomas Klein during the interview. In contrast to VfL Wolfsburg, Borussia Dortmund's nature of activity is superficially social. Therefore, the club ignores the area of environment completely, because Thomas Klein is of the opinion, that the club can not take care of every topic. Moreover, this difference of their variety of activities is related to their partners who are engaged. Although, *Sparda-Bank, Evonik* and *Burg Wächter* are partners of Borussia Dortmund, they do not have the extent of impact VW has. The sponsors of Borussia Dortmund are more or less sources of donations, whereas VW is an enormous factor within the club VfL Wolfsburg (Hellmann, 2015), which is also demonstrated by the adaption of VW company guidelines inside the CSR department of Wolfsburg. These differences of the clubs ' partners result in the differences considering the nature of the club's activities which were mentioned above.

3b) CSR/ Resources

Considering the perceived behavioral control according TPB, both clubs do not have any lack of resources to perform their behavior.

As mentioned previously, VfL Wolfsburg has entrepreneurial characteristics and an advanced professionalism within the clubs' organization. This professionalism is underlined by the innovativeness of VfL Wolfsburg's projects. According to Nico Briskorn the projects of the club should be self-initiated and innovative, which forms the second brand value of VfL Wolfsburg. These projects are bundles in the umbrella brand *Gemeinsam bewegen*. Wolfsburg provides platforms in different areas, for example with *VfL-Wiki* in the educational domain. This program is unique in its appearance, because it combines e-Learning and football, which demonstrates to innovativeness of Wolfsburg's projects. Moreover, VfL Wolfsburg supplies the platforms of these projects with monetary funds to guarantee their sustainability. Contents within *Vfl-Wiki* will be created by the members of the projects, not by the club itself. Through their own budget and cost center, VfL Wolfsburg can work more or less independently. Although, they have to agree upon the activities with the club's management, they do have more than sufficient funds which are generated through the strong partnership with VW.

In contrast to that, Borussia Dortmund's activities are bound to the statutory of the foundation, wherefore the club is not allowed to make any profits out of their social engagement. Next to the donations' basis, which is provided by the club itself, according to their foundation set up, Borussia Dortmund is dependent on donations and therefore acts as a classical check hand-over. Unlike, VfL Wolfsburg, Borussia Dortmund rather invests in programs or individual destinies, than to provide platforms for innovative self-initiated projects. One example is for instance the program for handicapped children who were allowed to escort Borussia Dortmund players on the pitch before a match. Borussia Dortmund has a promotional volume of 200,000 Euro per year, which means, that requests who are not fitting into the foundation concept, will not be supported. This shows, that Borussia Dortmund do not have problems in resources, but is not able to perform their activities in the range and variety as VfL Wolfsburg does. One fact, that could be stated in this context is, that higher resources and revenues of Wolfsburg are resulted in broader varieties and fields of activies. This is true, by considering that Wolfsburg is global-orientated and is active in social and environmental domains. What speaks against this assumption is, that Borussia Dortmund does not want to be active in the global context and environmental domains. Just as the ethical-normative of CSR reveals, Borussia Dortmund is strongly social and local-orientated, because they want to give the society – in which they are embedded in – something back.

With regard to this section several things become clear. First, the differences concerning the club's nature were obvious by observating them with the help of both theories. Differences in attitudes, social norms, perceived behavioral control and topics they consider as important filtered out that Wolfsburg has an entrepreneurial character and pursues company targets like an image improvement, whereas Dortmund acts in line with the *ethical-normative* approach of CSR and tries to give their region something back. According to the research question and the *overall hypothesis*, these differences in the nature of the clubs had to be tested towards their correlation to the nature of their activities. Again both theories helped as mechanisms to create a possible connection between the dependent and the independent variable. A relationship between the club's nature and the nature of activities is striking. For example through Wolfsburg's supranational orientation in connection with a high degree of activeness in the environmental sector and Dortmund's strictly local and social-orientation. Other factors, like important partners, the organization and resources of the club emphasize this assumption.

To sum up this section, it can clearly be said, that there is an expected relationship between the dependent variable (nature of the clubs) and the independent variable (nature of their activities).
5.1. Respond to the Research Question and the Hypotheses

The results of the analysis are demonstrating that the nature of the club's and the nature of its activities are correlating with each other conclusion under the consideration of the mentioned facts. The differences according the nature of both clubs, which emerged out of their diverse backgrounds and historical processes, lead to differences in the orientation of both clubs with regard to social commitment and the nature of their activities. Thus, the research question "Which factors explain the nature of CSR activities of a traditional football club like Borussia Dortmund and VfL Wolfsburg as a *Werksclub* and what are their motives to become socially active?" can be answered. The analysis demonstrates, that factors like personal attitudes, which results in a different focus and motivation of CSR activities, the nature of significant others who influence the club activities and the dependence on sources of the club's revenues – which is reflected by the organization and professionalism of the implementation – most likely affect the nature of the club's activities.

With regard to the *overall hypothesis* an expected relationship between the independent variable (nature of the clubs) and the dependent variable (nature of their activities) is visible. *Hypothesis 1* can be verified, because it is noticeable, that VfL Wolfsburg as a Werksclub is rather economicallymotivated than Borussia Dortmund. Wolfsburg's motivation to become social active is tightly connected to their most important company goal, which is to increase their image. Borussia Dortmund's main motivation is to give their society something back, especially the structural weak are of the *Ruhrgebiet*. That is why they are socially-orientated. Beyond, *Hypothesis 2* can mainly be verified, because VfL Wolfsburg is dependent on VW and its economic partners, whereas Borussia Dortmund is dependent on a wider group of people, for instance the local community, who are an essential donation source. *Hypothesis 3* can also be verified, because VfL Wolfsburg as a subsidiary company of VW is dependent of the lavish resources of the company. In contrary, Borussia acts in form of a foundation and is therefore dependent on a broader range of resources, for instance the local community. By considering the differences in the nature of the clubs' activities Hypothesis 4 is verified, because Wolfsburg's attitude is more economically than Dortmund's, which is reflected in the broader range of their projects and the communication of those activities. One key point in this context is that VfL Wolfsburg is global-orientated, whereas Borussia Dortmund is strictly active in the local environment. Moreover, VfL Wolfsburg communicates their projects everywhere in the media to generate attention, Additionally, Hypothesis 5 can be verified as well, because VfL Wolfsburg is strongly influenced by VW as an economic giant. Therefore, the nature of their activities is orientated on the interests of VW, which is visible by the active involvement of VfL Wolfsburg in the environmental sector. Thus, the club engages in a wider range of activities than

Borussia Dortmund, who is absolutely active in the social domain. As the resources of VfL Wolfsburg are more extensively through VW, which is resulted in their global-orientation and the sustainability and innovativeness of their activities, *Hypothesis 6* can be verified. Borussia Dortmund on the other hand is build up as a foundation and therefore dependent on donations. Thus, the club acts more as a check hand-over and rather focuses on individuals and their fates. By verifying the six subhypotheses, the *overall hypothesis* can be verified as well. With the help of the mechanisms out of TPB and CSR it is clearly proven that *the nature of the club affects the nature of their activities*. Furthermore, the research question can be answered. Considering the results of the analysis, it is demonstrated, that factors concerning diverse circumstances (attitudes, partners, resources) and differences in the nature of a *Werksclub* and a *traditional club* explain their behavior and motives to become socially active.

6. Conclusion

In the beginning of this thesis an increasing awareness of the topic *Corporate Social Responsibility* in the domain of professional sports was mentioned. Especially the area of football is more and more involved into CSR activities. Within this thesis, the Bundesliga clubs VfL Wolfsburg and Borussia Dortmund emphasized this development. Both clubs are highly aware of the importance of CSR – next to their daily business, which is football – inside their clubs' activities. Just as in a definition of CSR, VfL Wolfsburg and Borussia Dortmund recognize, that they are in the center of public attention and therefore have a moral obligation to become social active. However, the factors and motives which explain the behavior, the main result of this thesis is, that the nature of the club affects the nature of its activities. By connecting the differences of the nature of both clubs with the nature of its activities, a correlation between the dependent and the independent variable is visible through the mechanisms of both theories (*Table 1*). Certainly other factors – who were not illuminated within this thesis – can affect the nature of the club's activities as well.

	Borussia Dortmund	VfL Wolfsburg
Motivation of the Clubs (Behavioral Attitude)	- The social commitment within the society becomes more and more important.	- VfL Wolfsburg strongly agrees, that CSR activities of their club is very important, to face societal challenges, to give
	- Thomas Klein evaluates the importance of Borussia Dortmund being active in terms of CSR on a scale from 1-5 (1	something back to the society. - Moreover, Wolfsburg strongly agrees that CSR activities are

Motivation and Evaluation of Others (Social Norms and Pressures)	 is unimportant, 5 is very important) with a '5'. The clubs is strongly local- orientated to give the region something back for their support, especially within the economical underdeveloped region of the <i>Ruhrgebiet</i>. This reason forms the strongest motivation for Borussia Dortmund to perform their engagement. Borussia Dortmund agrees that it is important to face societal challenges. An increasing image and reputation through CSR activities as a pleasant side- effect, but not the driving force of their work. The club's executive board is simultaneously the foundations executive board and evaluates CSR activities of the club as very important. Furthermore, internal and external stakeholders like employees, the media and the sponsors regard the work of Borussia Dortmund as favorable and important. Borussia Dortmund is local and social-orientated with their activities. 	 important to generate positive publicity for the club and enhance the reputation among the stakeholders. Within the umbrella brand <i>Gemeinsam bewegen</i> all of the stakeholders are actively integrated and therefore support the activities of VfL Wolfsburg. Furthermore, VfL Wolfsburg receives 100% support of the clubs managemant. Sustainability is part of the brand value and the DNA of the club, that is why CSR activities are strongly supported by the management. VfL Wolfsburg is global-orientated and highly active in the area of environment.
	 Dortmund does not have any lack of resources to perform their activities. Through their funding 	 VfL Wolfsburg does not have any lack of resources. The programs of VfL Wolfsburg should be self-

supports requests that are	 initiated and innovative. With their own budget and cost center they have the ability to work more or less
compatible with their funding concept.	independently.

Table 1: Differences of Both Clubs towards their Nature and the Nature of their Activities (Own Research).

Thus, it seems, that CSR activities of German Bundesliga clubs are strongly related to their nature, which could have an extensive impact on the relatively young concept of CSR, because it demonstrates that the theoretical development of CSR is not completed yet. Moreover, the concept appears to form itself with practical methods of implementation. In this context, it would be interesting to observe if clubs with other natures are present and if these distinctions would lead to different CSR activities.

Of course these results have to be regarded critically. One element that could be viewed skeptically is the fact, that information about both clubs were not gained out of 'hard data' but from qualitative interviews. Thus, these results can not have the claim to be generalizable or representative. Also the evaluation through TPB can be considered as critical, because the three spheres of an arising intention are build up on personal thoughts and evaluations. Therefore, the researcher has to do a lot of interpretation if the answers are not clear enough. Furthermore, only 2 out of 36 clubs from the German Bundesliga were examined. This shows, that only a small proportion of German professional football clubs is portrayed towards their CSR activities within this thesis. Besides, every club is an individual case. Because of this small proportion, an additional point is, that these results, which differentiate the nature of CSR activities between *traditional clubs* and *Werksclubs* could be coincidentally diverse. An examination of other traditional and Werksclubs have to be proceeded to find possible similarities or differences. Another fact, which has do be considered, is that for this thesis two financially strong clubs with sporting success were analyzed. Thus, VfL Wolfsburg and Borussia Dortmund have different possibilities and opportunities to perform their social engagement than other clubs of the league. It would be interesting to see, if and how financial weaker Bundesliga clubs, with less sporting success and a different environment, would differentiate themselves towards their possibilities to become socially active. Moreover, it would be interesting to observe how the nature of their projects would distinguish itself from clubs like Wolfsburg and Dortmund.

As a prediction for the future, both interviewees agreed, that it is uncontested that CSR will take an important role in German professional football in the next few years. Especially through refugee debates, which are occurring at the moment, it is clearly visible how Bundesliga clubs are trying to engage themselves in the topic of CSR. With financial support or invitations to home matches, clubs actively committing themselves into an integration of refugees. Furthermore, it would be interesting to observe what consequences the present VW exhaust gas-scandal will have on the clubs' CSR activities. In this context, Nico Briskorn could be interviewed again a few years later. Thereby, it could be examined how his statements concerning CSR activities would have changed over the years. Considering this and other occurrences it will be exciting to track how the role of CSR in German professional football will develop in the future. This would go beyond the scope of this thesis and could be an interesting topic for further research.

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8. Appendix

Appendix 1: Coding Guidelines of Both Clubs

Borussia Dortmund

Category	Definition	Anchor sample	Coding rule
C1: Strategies/Motivations	Interview passages who are referring to possible aims of social commitment. For instance a social commitment out of philanthropy, image or increasing reputation reasons	 "have initiated one project ourselves which we do not communicate to the public" "want to exclude the second aspect (profit maximization – ed. Note) completely" "Image maximization, well of course we are happy" "But this is in no way the reason why we said at the time, we start this foundation. So it is not a driving force why Borussia Dortmund is involved in social engagement" "We do not adjust our marketing on the social engagement. We do not adjust strategically or pursue a marketing strategy according to the motto 'We are good people, because we established a foundation" 	All aspects of this section only contain information about strategies causes of social commitment
C2: Level of Activity	Interview passages who are referring to the extend of the social	"I do not presume to evaluate other clubs concerning their social	

	commitment of the club and the social activeness compared to other clubs	engagement" "I do not want to admit to any comparisons, because I think that one can hardly compare" "But every club has to take care and has to check out carefully for themselves, in what way they do it and how strong they do it, because every club has other possibilities"	
C3: Organization	Interview passages who are referring to the organization of the clubs' activities. For instance information about employees who are involved or the construction and financing of the programs	"Well, the employees who are directly active in this field, which are only 2, as I said Mr. Rühmann and me, we mainly deal with this social affairs" "we are not allowed to make any profit with the foundation" "we are obligated that we spent all the money which we receive or earn with the foundation, just as in the foundation's statutes formalized" "we are always dependent on donations" "the donations' basis, I would say, comes from Borussia Dortmund itself to the foundation" "Simultaneously, it is financed by the KgaA" "With the	

		establishment of the foundation () this engagement can be controlled focused and directed by the foundation"	
C4: Theory of Planned Behavior	Interview passages who provide information about the three spheres of the <i>Theory of</i> <i>planned behavior</i> by Arjzen. These category is divided into three subcategories who are referring to the three spheres of TpB		
C4.1.: Behavioral attitudes	Interview passages who provide information of how the interviewees think and feel about their behavior and reflect evaluation of the behavior	"and every club has to think about how intensive and extensive they want to engage" "the social engagement within the society becomes more and more important" "In the end every club has to stick to the point that they have to get involved socially" "of course it was one of the motives and a strong motive to say we want to give the society something in return"	
C4.2.:Subjective Norms/ Social Norms and Pressures	Interview passages who give information about how the interviewees estimate the social norms and pressures to perform the target behavior that should be performed.	 "the executive board see it as very important" "On a scale from 1 to 5 I would put the players and the trainers on a 3 	All aspects in this section only contain information about the evaluation and support of the activities through internal (club management, players and trainers,

		"My personal evaluation is, that this engagement is noticed in the media as very good"	
C4.3.: Perceived Behavioral Control	Interview passages who provide information about the extend to which the clubs feel capable and confident to enact the behavior (social engagement)	"For us, this is () not the case. Because through our funding concept, we have a clear idea of how we want to support and what we want to support"	All aspects in this section only contain information about a possible lack of resources to set up projects
		"I do not see any problems in resources for projects who are fitting into our foundation concept"	
C5: Nature of the Project	Interview passages who provide information about target groups and favored domains of social engagement	"But within our future- column we deal with the educational opportunities of children and adolescents"	
		"education and training is definitely a (1)" (1 is very important – ed. Note)	
		"This column precisely deals clearly with the area of health and that is why this is clearly a (1)"	
		"environment is an area which we ignore with our work. We cannot engage in every area, this should be clear"	
		"Through our columns nearly all of the groups you just mentioned are captured"	



VfL Wolfsburg

Categories	Definition	Anchor samples	Coding rules
C1: Strategies/ Motivations	Interview passages who are referring to possible aims of social commitment. For instance a social commitment out of philanthropy, image or increasing reputation reasons	"Well, this is one of our biggest company targets that we are relating to our engagement" (question: in what way serve CSR activities an improves imgage – ed. Note) "we pursue classical company targets and that () CSR and the engagement deposits on the image takes the first place" "other goals like a strengthening in identification, a fan bond and a winning of fans and the bond and winning of sponsors are most important" "And of course, we try to place ourselves everywhere in the media. Because, as mentioned before, the first company goal is, that these activities deposit on the image" "We strongly concentrated on self- initiated projects, because we can better put them on the market and look how we communicate them"	All aspects of this section only contain information about strategies causes of social commitment

		"on international level the CSR engagement plays an important role within the scope of our globalization strategy because we try to open new markets with special regard to China at present"	
C2: Level of Activity	Interview passages who are referring to the extend of the social commitment of the club and the social activeness compared to other clubs	"We are rather more active and are belonging – when you consider the holistic CSR engagement – surely to one of the pioneer clubs of the league"	
C3: Organization	Interview passages who are referring to the organization of the clubs' activities. For instance information about employees who are involved or the construction and financing of the programs	"We are 4 permanent employees who are editing the topic CSR within the department, whereas in these departments not the whole engagement is coordinated" "We are coordinating the social engagement and have a strong advisory function" "we have 4 permanent employees, there are the one or other trainee or helping teams, who are supporting us" "We have an own budget with an own cost center" "for the overall social commitment of our CSR activities we have the initiative <i>Gemeinsam bewegen</i> , which forms the	

		umbrella brand of our engagement"	
C4: Theory of Planned Behavior	Interview passages who provide information about the three spheres of the <i>Theory of</i> <i>planned behavior</i> by Arjzen and Fishbein. These category is divided into three subcategories who are referring to the three		
C4.1.: Behavioral Attitudes	spheres of TpB Interview passages who provide information of how the interviewees think and feel about their behavior and reflect evaluation of the behavior	(statement: football clubs should CSR activities – ed. Note)	
C4.2.: Subjective Norms/ Social Norms and Pressures	Interview passages who give information about how the interviewees estimate the social norms and pressures to perform the target behavior that should be performed. For instance how other groups who are involved in the	 "we receive a hundred percent support by the club management for that topic" "we used the mayor as the testimonial and in that way actively integrated him" "We integrate sponsors 	All aspects in this section only contain information about the support and evaluation of the activities through internal (club management, players and trainers, commercial staff) and external stakeholders (governments in the region, sponsors and

	organization of the activities evaluate the work of the clubs	by actively bring our activities to market" "The fans are another example, as I mentioned before, who we try to integrate" "There are also media partners with regard to several projects"	partners, supporters and the media)
C4.3.: Perceived Behavioral Contol	Interview passages who provide information about the extend to which the clubs feel capable and confident to enact the behavior (social engagement)	 " This concerns us () rather less" "Thus, this is supported with a hundred percent, so it can be lived adequate" "Thus, personal resources are available and we have no () problems" 	All aspects in this section only contain information about a possible lack of resources to set up projects
C5: Nature of the Projects	Interview passages who provide information about target groups and favored domains of social engagement	"A lot of activities" (question: engagement in health – eg. Note) "A lot of activities as well" (question: engagement in environment and sustainability – eg. Note) " we make no difference between men and women" "Particular age groups: children and young people of course because we have a very strong role model function" "So we have one topic which is integration at which we are very active, but the work	

Appendix 2: Questionnaires for Both Clubs

A qualitative analysis of German football clubs

1. What position do you fill within the club?

2. How would you explain a typical working day? Is there something like a daily routine?

3. Can you name two or three CSR projects of which you are particularly proud?

4. In what way serves the social engagement to an improved image or profit maximization?

5. If you compare the extent to which your club is involved in CSR activities would you say that you are (much) more or (much) less active in this field than most other clubs in the first Bundesliga?

6. How many employees are involved in CSR activities and how are these activities financed?

7. How are these activities organizationally embedded, are they run by a department of the organization itself, or are they placed in an independent organization (e.g. a foundation)?

8. I will now read a number of statements and would be interested in hearing whether you agree or disagree with these statements? (strongly agree – agree – disagree – strongly disagree – no response); ask people also to explain their reactions

- Football clubs should stick to their core business (that is football) and refrain from CSR activities
- CSR projects are important because through them our club can give the government and the citizens something in return for their support of the club
- CSR projects are important because I think it is important for us as a club to engage ourselves in facing important societal challenges
- CSR project are important because they generate positive publicity for the club and enhance our reputation amongst our stakeholders

9. How important do you think it is that your club engages in CSR activities? Would you say that this is ...

Very important (1) - (2) - (3) - (4) - (5) Not very important, (6) no response

10. In your opinion, how important is it that different groups within your organization consider CSR activities?

What about...

- The member of the board and the clubs management? Do they think these projects are ...
- The players and the trainers?
- The commercial staff of the club
- Very important (1) (2) (3) (4) (5) Not very important, (6) no response

11. And what about the support about external stakeholders? Do they think these projects are ...

- Governments in our city and region
- Our sponsors and business partners in the region
- Our supporters
- The media

Very important (1) - (2) - (3) - (4) - (5) Not very important, (6) no response

- Did any of these organizations urge you or ask you to engage in such activities?
- 12. Some clubs find it difficult to set up projects because they lack necessary resources.

To what extent is this a problem for your club? If this is a problem: what resources are in short supply?

13. With which organizations or foundations do you collaborate in these CSR projects?

Are these essentially local partners, regional partners, national partners of international partners? *(if more than one of these categories also ask for most important partners)*. Are there particular reasons why you work predominantly with these partners?

Are these partners essentially governmental partners, third sector organizations, citizen's groups or business organizations? (*if more than one of these categories also ask for most important partners*). (Do you get support by the local municipality or city?

Are there particular reasons why you work predominantly with these partners? What are the expectations of your partners?)

14. What is the proportion of your CSR activities with regard to marketing strategies of the club?

Very weak (1) - (2) - (3) - (4) - (5) very strong, (6) no response

15. How much influence does the club management have on your work?

No influence (1) - (2) - (3) - (4) - (5) very strong influence, (6) no response

16. Could you indicate on which domains your CSR activities are concentrated. To what extent does the club undertake CSR activities in the domains below?

Many activities (1) - (2) - (3) - (4) - (5) No activities, (6) no response

- Social support and unemployment
- Education and training
- Health
- Environment & Sustainability
- International solidarity
- Any other

17. Could you indicate which particular target groups in our society you focus on?

- Men / Women
- Particular age groups: youngster the elderly
- Particular (deprived) neighborhoods
- Vulnerable social groups like, the handicapped, the unemployed, ethnic minorities

18. Are there any particular reasons why you chose for particular projects or for particular target groups?

19. On a scale from 1 to 5, how important is the factor of an improved image of the clubs as a result of your social engagement to you?

Unimportant (1) - (2) - (3) - (4) - (5) very important, (6) no response

20. Do you have any desires or improvement suggestions concerning the social engagement of the Bundesliga clubs?

21. What do you think, what importance will CSR take in the next 5-10 years in German professional football?

Thank you for your answers!

Appendix 3: The Transcription of the Interviews

Transcription Interview – VfL Wolfsburg – Nico Briskorn – 22.07.2015

I: Interviewer

B: Interviewee (Nico Briskorn)

I: What position do you fulfill within the club? #00:00:04-0#

B: Well, I am working for VfL Wolfsburg since 10 years and since 5 years I am responsible for the topic sustainability as the director of Corporate Social Responsibility. #00:00:13-1#

I: How would you describe a typical working day? Is there anything like a daily routine? Or is every day different? #00:00:23-2#

B: There is nothing like a typical working routine, the days are really mixed-up. That ranges from classical project management to coordination with various departments and areas. From a lot of interface work and internal communication to contact with different stakeholders, project partners that we have or to whom we are talking to. The media partly as well. It is diversified, which makes it that exciting. #00:01:02-3#

I: Could you name 2 or 3 projects on which you are particularly proud of? #00:01:06-4#

B: I have one short question beforehand. You are just writing about the social engagement, right? Therefore not the topic sustainability, ecology and the society. But purely about social engagement, right? #00:01:19-5#

I: No, not only. We would say, that we go into the direction of social engagement but also with

everything that is related to that. Thus, everything that is related to CSR. #00:01:30-6#

B: Okay, because our definition of CSR is the classic one of the literature: triple bottom line. Thus, economy, ecology and societal engagement should be made compatible. And there are several people, who write their thesis' purely about the societal engagement, that is why I ask. #00:01:47-7#

I: No, it would be the full package. #00:01:50-8#

B: Alright, then I know how to answer (laughter). Thus, in the area of educational engagement the *VfL-Wiki* and the extracurricular place of learning where we try to motivate children to learn. The *Wiki* is in its appearance unique, because it combines e-Learning and football. Such a thing does not exist in this form. We try to start our projects with personal initiative and an innovative character. Because sustainability and innovative is a second brand value of VfL Wolfsburg. And that worked with *VfL-Wiki* quite well. It has been awarded several times and gained corresponding attention. #00:02:38-9#

I: Then we come to a question which interested us in the preliminary stage. In what way serves the social engagement our your social engagement an improved image or an profit maximization? #00:02:50-10#

B: Well, this is one of our biggest company targets that we are relating to our engagement. On the one hand, we are carrying a natural responsibility, because we are in the center of public attention. Towards the people in the region, who are all supporting us every second week. Thus, we give something back in this context. On the other hand, we pursue classical company targets and that (...) CSR and the engagement deposits on the image takes the first place. After that other goals like a strengthening in identification, a fan bond and a winning of fans and the bond and winning of sponsors are most important. #00:03:24-11#

I: When you compare the CSR activities of your club with the activities of other clubs, would you say, that you are rather more active or rather less active than other Bundesliga clubs? #00:03:35-12#

B: We are rather more active and are belonging – when you consider the holistic CSR engagement – surely to one of the pioneer clubs of the league. #00:03:47-13#

I: How many employees are in your CSR activities active and how are these operations financed? #00:03:56-14#

B: We are 4 permanent employees who are editing the topic CSR within the department, whereas in these departments not the whole engagement is coordinated. We are coordinating the social engagement and have a strong advisory function. Because a lot of topics, for instance the topic ecology, are of course originally in the working area of our colleagues of the stadion operation. They are responsible for key figures, rubbish, energy etc. and have to embed that into their budget.

That is why, in case of doubt, they have the power of decision. But we are advising them, are idea generator or accompany certain processes. This maybe as an additional information. Apart from that, as I said before, we have 4 permanent employees, there are the one or other trainee or helping teams, who are supporting us. We have an own budget with an own cost center. #00:04:47-15#

I: How are your activities organizational embedded? Are they run by a department of the club itself, or are they placed in an independent organization, for example a foundation? #00:05:02-16#

B: From one department, which (...) merges in the football limited company (...) well, there is one foundation in our club, the *Christoph Nowak-foundation*, which with *ALS* occupies a very tight subject. There are a very very few patients in Germany who fall sick with this disease every year. And for the overall social commitment of our CSR activities we have the initiative *Gemeinsam bewegen*, which forms the umbrella brand of our engagement. #00:05:33-17#

I: I will now read a number of statements and would be interested in hearing whether you agree or disagree with these statements. You can strongly agree, agree, disagree, strongly disagree or make no response. The first statement is: 'Football clubs should stick to their core business, which is football, and refrain CSR activities'. #00:05:56-18#

B: Strongly disagree. #00:05:58-19#

I: CSR projects are important, because through them the club can give the government and the citizens something back for their support. #00:06:04-20#

B: (...) strongly agree. #00:06:08-21#

I: CSR projects are important, because I think, that it is important for us as a club, to engage ourselves and face important societal challenges. #00:06:17-22#

B: (...) Agree. #00:06:21-23#

I: And the last one. CSR projects are important because they generate positive publicity for the club and enhance our reputation amongst our stakeholders. #00:06:29-24#

B: Strongly agree. #00:06:31-25#

I: Okay, the next question. How important do you think is it that your club engages in CSR activities? Would you say that it is very important, that would be the strongest option. And not very important the weakest one. Or no response. #00:06:48-26#

B: Very important. #00:06:50-27#

I: In your opinion, how important is that different groups within your organization consider CSR activities? The members of your club's' management for example. Do they think CSR is important? #00:07:08-28#

B: We actually try integrate all of our stakeholders. That is why we purposely choose the name

Gemeinsam bewegen, because we want to animate all people to participate and make them to accomplices. That is how all of our projects are designed. For the *VfL-Wiki*, what I named before as an example, we provide a platform, but the students and teachers create contents, like in the classical wikipedia. So we provide a platform and they (students and teachers) create contents for other students, for other schools. This works on a cross-school basis. And that is how a variety of our projects and activities work. Maybe a second example, where we try to involve members and fans. We made a *bicycle-action-game day* within the topic ecology, where we asked our fans to come to the game by bicycle. We teased that over social-media channels under the involvement of the mayor and the captains of our women and men squads. You could win a bicycle by posting a photo from you on a bicycle on Facebook. There was a bicycle check at the arena and all sort of things around that day. We want to activate the people to participate. #00:08:17-29#

I: That means, the club management, as well as the players, the coaches and the commercial staff think that your CSR activities are very important? #00:08:29-30#

B: Exactly. We try to involve all of our stakeholders, internal and external. Last year - that is maybe a good example – we had the *VfL-diversity weeks*, where we performed a lot of engagements, trainings with refugees, with institutes for the disabled, workshops with extracurricular places of learning for certain underprivileged groups. There we also had sponsorships of members for children of the *Wolfsburger Tafel*, who visited the *VfL football world*. We had employees who participated on an inclusive training macht with disabled children or refugees. Thus, we somehow try to involve all of the stakeholders, because when the experience it live, they become a whole different bearing and in that way become accomplices. #00:09:14-31#

I: I would go into the same direction. What about the support of external stakeholders? For example the government in your city and the region, your fans, the media. How is your engagement supported or evaluated by them? #00:09:39-32#

B: Well, we have different groups, who were mentioned here, we try to involve. The city, I have mentioned that with the example of the *bicycle-action-game day*, where we used the mayor as the testimonial and in that way actively integrated him. For the *VfL- diversity weeks* we took the slogan of the town Wolfsburg '*move together – live diversity*'. '*Live diversity*' is the motto of the city of Wolfsburg. Also a joint press conference with the mayor was made to present the diversity week to the city. That is how we want to demonstrate solidarity with the city of Wolfsburg and occupy a position. #00:10:09-33#

I: Did any of these organizations urge you or ask you to engage in such activities? Or to step in somewhere with an activity? #00:10:23-34#

B: Of course, there are a lot of external requests, but we are not typically hand over cheques or support existing organizations financially. We strongly concentrated on self-initiated projects,

because we can better put them on the market and look how we communicate them. Because we can develop ourselves and got attributed by the know-how. Therefore, in this context, we even see many many more possible....advantages. (...) And to the other partners, should I say something to them? #00:10:57-35#

I: Yes, gladly. #00:10:59-36#

B: We integrate sponsors by actively bring our activities to market. We have bundled the topic areas health, education, integration and environment within the initiative *Gemeinsam bewegen*. In the area of environment we have the public utilities who deliver us green energy. They are our environmental partner and last year, we planted trees with them. A *VfL-forest*, where for every goal, which was shooted by any team of VfL Wolfsburg, from the U10 till the traditional squad, a tree was planted. The trees were planted by students from schools, partner schools et cetera. And that is how we make different creative projects, which are realized together with our thematic partners.

(...) The fans are another example, as I mentioned before, who we try to integrate. There are also a media partner with regard to several projects. And of course, we try to place ourselves everywhere in the media. Because, as mentioned before, the first company goal is, that these activities deposit on the image. #00:12:04-37#

I: Some clubs find it difficult to set up projects because they lack necessary resources. To what extend is this a problem for your club? And if this is a problem: what resources are in short supply? #00:12:21-38#

B: This concerns us (...) rather less. Because (...) we receive a hundred percent support by the club management for that topic. This is a part of our brand value, of our DNA, the vision, the guiding principle, which is sustainability, is embedded everywhere. Thus, this is supported with a hundred percent, so it can be lived adequate. Thus, personal resources are available and we have no (...) problems. The biggest obstacle for the club is to convince the club management as well as the internal employees. Thereby it works successfully, when everybody goes along with it. #00:13:05-39#

I: INTERPOSED QUESTION – But that seems to be the case in your club, according to your statements. #00:13:14-40#

B: Yeah well, one has an intrinsic motivation towards these topics, the other one has the be convinced. Internal, we have several steps embedded. This is also a part of the target agreement discussion of the employees. There are sustainability goals, we have a CSR program with targets for the future, which we placed. In the beginning of the season every employee will have a target agreement discussion with his/her supervisor. In this discussion, sustainability goals, who are orientated on the program, will be defined. #00:13:42-41#

I: With what organizations or foundations do you cooperate within your CSR projects? Do you have primarily local partners, regional partners, national partners or international partners? #00:13:55-42#

B: The full range. We have regional partners (...) When during the VfL- diversity weeks, we realize projects with the city of Wolfsburg, with the police, with the center of democratic education, who are located locally. There are projects, like the VfL-Wiki, where we need a know-how, which is not located locally. Thus, in this context, we cooperate with (...) *lernmodul.net*, center for (...) well they promote e-Learning in schools and are also experts in technical, as well as in methodical-didactically parts. And there are the international partners. In the past, we cooperated with *UNICEF* and supported projects in Brazil and China. And now, since the 1st of July, we have a collaboration with *terre des hommes*. #00:14:48-43#

I: Are there any reasons why you, because we asked ourselves before why you would cooperate with specific partners, but are there reasons why you cooperate with ALL partners which means regional as well as national... #00:14:49-44#

B: So, why the various...? #00:15:02-45#

I: Exactly, why you diversify! #00:15:03-46#

B. Well, on international level the CSR engagement plays an important role within the scope of our globalization strategy because we try to open new markets with special regard to China at present, so that we support projects locally with sponsors over there and as well act locally with our football players in order to provide so to say development assistance. On regional level, it is a question about identification with the region and there are a lot of VfL affine persons, who assist willingly and with whom one can talk easily. And on national level because, as I already said, experts are not on the ground, so one has to look around elsewhere #00:15:07-47#

I: Are these essentially governmental partners, third sector organizations, citizens groups or business organizations or is it as well diversified, because it sounds like? #00:15:52-48#

B: Can ask what this is about? (laughs) I would say nearly everything appears. So, as well NGO's like the *NABU*, with which we cooperate since 2007, the biggest nature conservation network so to say of Germany, with the Ministry of Education and Arts of Lower Saxony we work a lot together, who have accepted and certified the extracurricular place of learning. Citizen's groups? What does that include? (...) The agenda 21 is supported by citizen's group I think, with who we do activities here in the city of Wolfsburg. Business cooperations, of course sponsors obviously. #00:16:05-49#

I: Do you get support by the local municipality or city of Wolfsburg? #00:16:48-50#

B: Mhh yes there are joint projects, (thinks) so for example within the cooperation with the *NABU* we stand up for the return of wild wolves, which fits quite well and this is a cooperation between the city of Wolfsburg, Volkswagen and ourselves. (...) The city is involved in a few projects and

supports us through a patronage or the face of the major, supports us within the communication and integrates us within a renaturation project which they will perform here in *Allerpark* in 2017. So there are many nice common activities, but less of financial nature. #00:16:56-51#

I: What is the proportion of your CSR activities with regard to marketing strategies of the club? We already talked about that a little bit. But just as a ranking from you, 1 would be very weak and 5 would be very strong. #00:17:47-52#

B: Puh this is difficult to say after which aspects one can rank this. So, CSR is a part of our DNA which means this gets communicated by our fellows from TRADEMARK MANAGEMENT, marketing in the form does not exist at our house, but the trademark management communicates this via all channels. For example, when there is a fan article catalog we call it a *magalog*, which is more like a magazine, and then CSR topics are played and from our fellows captured automatically. Thus, it is embedded in the awareness of all fellows and plays a rather strong role, because it is communicated everywhere. #00:18:02-53#

I: How much influence does the club management have on your work? Again, 1 would mean no influence, 5 would mean a very strong influence. #00:18:34-54#

B: Well they have a very strong influence because (...) the engagement or how we can interpret it, depends on in how far they support it firstly. In this direction the questions is to understand right? #00:18:44-55#

I: Yes, exactly. Could you indicate on which domains your CSR activities are concentrated on? We have various domains given where you can again decide between a lot of activities or no activities. The first domain is social support and unemployment. #00:18:59-56#

B: What is meant by social support? #00:19:29-57#

I: For example, on a local area, people who need support because of handicaps or unemployment. People who live in difficult conditions. #00:19:32-58#

B: Unemployment not at all, social support, well we cooperate with the *Wolfsburger Tafel* and such stories. Could this be meant by the question? (...) I would say 2 or 3, something like that. I would say a few. Especially in the topic of integration with refugees etc. #00:19:45-59#

I: What about education and training? #00:20:05-60#

B: A lot of activities (5) #00:20:08-61#

I: Health? #00:20:11-62#

B: A lot of activities as well (5). This is one of our main topics. #00:20:12-63#

I: Environment and sustainability? #00:20:15-64#

B: A lot as well (5) (sounds almost annoyed) #00:20:17-65#

I: International solidarity? #00:20:19-66#

B: Not that much but progressive. I would say it is a 3, probably. #00:20:21-67#

I: Could you indicate which particular target groups in our society you focus on? We have differentiated between men/women, particular age groups: youngster- the elderly, deprived neighborhoods for example or vulnerable social groups like, the handicapped, the unemployed, ethnic minorities. #00:20:35-68#

B: So, we make no difference between men and women. Particular age groups: children and young people of course because we have a very strong role model function, especially the professionals and there a surveys which indicate that professionals in a particular stage of age have a stronger role model function then their own parents. We utilize this, of course. Besides, rather regional. CSR is rather a regional topic. And (...) this is only a selection with the vulnerable social groups, so the handicapped are a very strong topic for us. So we have one topic which is integration at which we are very active, but the work with handicapped people is one of the main topics. We have also the first handicapped accessible homepage, the first handicapped accessible internet ticker within the Bundesliga quasi, and we are always on the go concerning such offers for these group of people. Besides, we think of other people as well, and there offers for a lot of, I would not say for all, because I do not know how the others are, but for many there are offers. #00:20:56-69#

I: Well, this follows the question before, but are there any particular reasons why you chose for particular projects or for particular target groups? For example handicapped people where you have your focus on, or young people you already named, but handicapped people, how did this special focus came about at some projects? #00:22:23-70#

B: Well, at first we have picked out particular topics. Health is original for a football club, the professionals have to eat healthy and their body has to be fit in order to perform according to the circumstances. This is why this fits perfectly to a sports club. Diversity is a topic as well which is embedded at all times in football and the clubs with regard to the different nationalities which are existent in the clubs and teamwork and group solidarity. And the topic education was chosen because we think that we can motivate children and young people in a good way via football in order to learn and those who are less likely to access education. This is why we chose these topics and this is the clear screen after which we select the projects. And we always have a look at that we embed all people best possible, just as *Gemeinsam Bewegen*, which means not only to give a framework, but that they can design actively and we want that they are innovative best possible, because this is, as I said, a second brand value, because there is as a well a medial potential, when we can develop something, which did not exist yet. #00:22:46-71#

I: On a scale from 1 to 5, how important is the factor of an improved image of the clubs as a result of your social engagement to you? #00:23:58-72#

B: 5 (very quick). We do track this is as well. Maybe as a background information, this is quite interesting. We do measure the effects. So, one time in a year for example, we do brand tracking where we let evaluate on a national level in how far we are perceived as working sustainable. Here various values or factors are requested and the topic of sustainability, which develops in a very positive way. Which is not solely leads back to our engagement, but in how far Klaus Allofs (manager, remark of the translator) and Dieter Hecking (trainer, remark of the translator) or in how far sustainable actions are taken in the sporty domains as well. #00:24:09-73#

I: Do have any desires or improvement suggestions concerning the social engagement of the Bundesliga clubs? #00:24:50-74#

B: At first a common understanding of what CSR is, because I have still the feeling that this is pronounced very differently. (...) Yes, well there are a lot of aspects. (laughs) I am in the *CSR*-*working group* of the Bundesliga whereat six clubs are represented and in cooperation with the *Bundesliga-Stiftung* we try to introduce current topics to the biannual General Assembly of all 36 professional clubs of the first and second Bundesliga and to address topics, so that CSR may will take a part in licensing one day. And that there are trainings for the, in the senses of CSR manager of the clubs, so that they can visit certified courses on the issue of sustainability. There are various aspects we work on currently. #00:25:58-75#

I: Which are these clubs you talked about, the six in the working group? #00:26:01-76#

B: HSV, Werder Bremen and us in the north so to speak, Bayer Leverkusen, Fortuna Düsseldorf for the second Bundesliga in the West and Mainz 05. #00:26:02-77#

I: Now as a final question which follows the previous question and you have already mentioned a few aspects, but what do you think personally, what importance will CSR take in the next 5-10 years in German professional football? How do you see the development opportunities? #00:26:15-78#

B: It will be more and more important. I think that all of the clubs cannot avoid to integrate CSR systematically in the club and to tackle it holistic. At present, many do think at short time, which is in sports standard practice to think at short time and not to follow long term aims and strategies. But, in the long term, no football club can prevent this, because the pressure increases. At the moment or in the past, it was not existing, that football clubs face the topic. Of course, everyone is active social engagement, it is original in football clubs embedded and is outgrown of the honorary post. But a holistic CSR engagement. #00:26:31-79#

I: What pressure do you mean precisely? Out of the society or other Bundesliga clubs? #00:27:17-80#

B: All stakeholder groups. Well, classical companies have to position with regard to topics like child labor with their service providers in Bangladesh or otherwise which leads to negative publicity,

which means there is medial pressure, pressure of NGO's, nature conservation associations, *GreenPeace* or whoever which even football clubs have already felt here and there. For example *GreenPeace* with *Gazprom* who have started actions at Schalke or *Wiesenhof* at Werder or whoever. There are definitely things whereat clubs appear negatively in the whole context. This pressure was not existing in the past. Because a football club or a fan forgives his or her club nearly everything and has a completely different emotional relationship to the club as customer of any company. This is why, well five years ago the numbers on the jerseys, the flocking was examined with regard to some plasticizer and this was the only thing which was investigated concerning sustainability on professional football clubs. And slowly, because a few clubs begin to take a leading role and we have published a sustainability report and so forth, more organizations are interested in football increasingly. Well, we are also asked for communication through transparency international or other organizations what we do in some fields, where we may not have documented anything. If you are marching on you also have to face a few other aspects suddenly. #00:27:22-81#

Transcription Interview – Borussia Dortmund – Thomas Klein – 28.07.2015

- I: Interviewer
- B: Interviewee (Thomas Klein)

I: What position do you fill within the club? #00:00:19-0#

B: I am in the staff of *Borussia Dortmund's KGaA*, so *Borussia Dortmund GmbH & Co KGaA* and there I am affiliated to the working area of CSR, which means, you have written in your email that you are especially interested in the engagement of *leuchte auf*, this means I sit here with you in the function as a member of the foundation as well. But it is, that I and my colleague, which is Mr. Rühmann who is head of the foundation, the foundation's manager in this case, as to say are delegated voluntary by the KGA, in order to complete the foundation's tasks. #00:01:01-1#

I: How would you explain a typical working day? Is there something like a daily routine? #00:01:08-2#

B: Yes, there is of course a daily routine. What is nice for me and us about the job is that it diversifies or differs very much, for example because of external events, in contrast to an office job, where you have to the same things 5 days a week. Today I am pleased to make the interview with you (laughs), which is again another story as a typical working day, which can be described as follows: In the area of CSR, and in the area of the CSR foundation, we are responsible for all requests which enter Borussia and have a social background. This can be various stories, were will take a close look later, I guess, be that requests enter where someone asks for material or financial

donations, were someone tells us about someone who is seriously ill, don't we have the possibility to do this or that? So, all requests which contain social issues reach us. And the daily business, so to say, the operational work looks the way, that we look after these requests, for example your request of course, which came to us because you contacted us directly, otherwise it would have been transmitted to us, for example if you would have contacted the club, it would have been transmitted and, as I already mentioned, the daily routine is to answer these requests. At the same time, funding proposal reach us, because with our foundation, we give financial support as well, again I think we will talk about it more detailed later, so that we take a look at the funding proposals, check them, and yes, what I already mentioned to some degree, external events come along, be it that we drive to projects in order to have a look what there is implemented, amongst others with our support, which means it is very diverse although, obviously, to sum up it up, the daily business are the incoming emails or letters, where people want to clarify their social issues. #00:3:32-3#

I: Can you name two or three CSR projects of which you are particularly proud? #00:3:37-4#

B: ... (Thinks). Yes I can. Although, when you talk about CSR, so in our house we have, as I said we are in the working area CSR, which is, in our case, not that much, let us say distinctive, as a part of this CSR, namely the social engagement, which we describe with the term '*Corporate Citizenship*', in which we can file our foundation. That means, if you have a very strong interest in the social work, I would limit it to this, and would tell you about these projects, in terms of our lighthouse projects, for example *leuchte auf* which cares exclusively about social engagement. We have as well, which tackles ecologic areas, we are active. We have, to give you an easy example. A while back, we have converted our paper from conventional print paper to FSC paper. But these are, as I said, kind of subareas of CSR, which belong to our responsibility, but which are not that distinctive as the whole social area. Concerning the foundation *leuchte auf* it is that we, yes, there are (thinks) one the one hand projects we supported, which we called lighthouse projects, which are projects we support very sustainable, which we support recurring and with increasing financial amounts. That is, for example the *Youngsters Academy* at the local *Borsigplatz*, I am not sure, if you have dealt with this in the run-up to the interview. You can, I tell you that now, I will give you some reports of the foundation. #00:5:34-5#

I: We already have some. #00:5:35-6#

B: You already have some? (Laughs). Then I won't give them to you (Laughs). No, of course you can take it. We can... If it later is about the donation's pillars, we can just open them up, then it will be more visual to you, depending on you do not have it in mind in detail depending on what you already have looked at. So, I can tighten it up a little bit and restrict concerning the lighthouse projects, because these are highlighted in the foundation report, saying we have 4 lighthouse projects at the moment, as I said with a sustainable support, and these are the highlighted projects,

on which we have a very great interest on, of course, because we are convinced that, I already mentioned Youngsters, then there is the BVB-Lernzentrum, which is located in the stadium, which is not connected to the Borussia Dortmund group itself, it is named BVB-Lernzentrum, but it is lawfully independent, and is therefore a project we support, we support the DGB in a similar project which is called 90 Minutes against Right, in which the DGB goes to school classes and practices educational work. And there is our project of the *black&vellow family*, in which the fans shall be included. Probably we come later from the small o the big, where we will talk more detailed, so that we can make a point here. Although I want to make one addition, because originally the question was about of which projects we are proud, it is that we are separated from the support, have initiated one project ourselves which we do not communicate to the public. It is about the children who come to stadium together with the professionals. Here, we said ourselves in the end of the last season, it is obligatory that the children come to stadium with the home team and visiting team, and so we said it would be a suitable and sustainable story, on which we attach our importance, that we let come handicapped children as well. Other clubs have did this selective. I remember the game of St. Pauli at the DFB Pokal, which was very remarkable, because many children in wheel chairs came to the stadium. But, for St. Pauli I am not sure, but at other clubs it is more selective story, but we handle it that way, that in every game we have 2 handicapped children who come to the stadium. Such things we do not communicate knowingly or offensive to the public, because concerning this project it is not about to achieve any effects or to collect any reputation but it is just about the topic itself and when some people report about this over time because they are interested and attentive, for example television or the Ruhr-Nachrichten have already reported, then it is just what we want to achieve, namely to call attention sustainably and to lunch a kind of thinking-process, by confronting the people with this topic so that the people deal with it, like what is this about? Why are two children who have for example the Down syndrome, where you really can see it? This would be a project, because it is initiated by ourselves, where I would say this is a thing were a little bit proud of. #00:9:13-7#

I: Now a question which goes in this direction and what you already have answered party. In what way serves the social engagement to an improved image or a profit maximization? #00:9:28-8#

B: Well, I want to exclude the second aspect completely. I do not if there are some isolated employees, not in the area of the foundation, who thinks, well we could even reach a profit maximization. Image maximization, well of course we are happy about that and are glad to communicate what regards to any support and are happy when people think: the work of *leuchte auf* is a good thing or the engagement of Borussia Dortmund is a great thing. Definitely, I think everyone would be pleased with that, this is not different at our house. But this is in no way the reason why we said at the time, we start this foundation. So it is not a driving force why Borussia Dortmund is involved in social engagement. But the achieved awareness of the social responsibility
is the focus, so that the management, the decision makers have dealt with this subject and obviously have positioned knowingly so that such a social responsibility can be assumed. At the same time, this is not insignificant, a few years ago, 2005 for example, we were on the edge of a precipice, economically seen, including almost insolvency, business did not went well. Later, with a new management, the club has consolidated economically very quick, and then the possibility was there, well 2 and three-quarter years ago, the economic possibility was there to say we can engage with the most sustainable of all types, namely with the establishment of a foundation in the social area. As I said, this is the core, this is the driving force, although obviously we are happy when someone deals with it and says well of course this a great thing what you are doing here. #00:11:48-9#

I: If you compare the extent to which your club is involved in CSR activities would you say that you are (much) more or (much) less active in this field than most other clubs in the first Bundesliga? #00:12:01-10#

B: Well, I do not know the title of your thesis, but I think this would be your task to evaluate that. I do not presume to evaluate other clubs concerning their social engagement. There are clubs, I do not know if you do concentrate on North Rhine-Westphalia, Münster. Werder Bremen, for example, is involved in this area very strong. They do have a big independent CSR department, are active for some time past, have established a foundation, with which they will force again. As I said, I do not want to admit to any comparisons, because I think that one can hardly compare. Below the line, every club in the first and second Bundesliga is every club active socially in any way. But every club has to take care and has to check out carefully for themselves, in what way they do it and how strong they do it, because every club has other possibilities. In the end, you cannot compare Borussia Dortmund with a club of the second Bundesliga, for example, who just have made the rise from the third to the second Bundesliga. This is not possibly. It would be as if you would compare apples and oranges. I think, every club, as I said, has to think about and then implement within the scope of its resources and opportunities. As I said, I think that this implemented that way. There was a few years ago, 2 or 3 years ago, a survey of the Bundesliga-Stiftung, who have categorized, which club is how active. I think after these 2 or 3 years, there will not have changed that much, because every club is active in any way. In which way they are active is up to each themselves. For us it was at that time, with the establishment of the foundation, we very socially active before, but with the establishment of the foundation we have decided knowingly for the shape of a foundation. So we did not say we want be active out of the club or as a non-profit limited company for example. We have decided knowingly for a foundation because in our point of view it is the most sustainable type of all opportunities. #00:14:33-11#

I: How many employees are involved in CSR activities and how are these activities financed? You just have told us about the foundation that means financing is solely generated by donations? #00:14:47-12#

B: Well, the employees who are directly active in this field, which are only 2, as I said Mr. Rühmann and me, we deal mainly with this social affairs. Of course, we have the opportunities to fall back on the resources of Borussia Dortmund. That means, if we need any graphics for example because we want to publish anything or if we have a handover of a donation cheque and then need a graphic for this cheque, we can always fall back on these resources. The same thing applies to technical resources. That means, we always can say, that the house, the house of Borussia Dortmund support the activities of CSR wherever it is possible in all areas. As I said, the communicative area, social media, merchandising are all included. In full-time or exclusively 2 people are responsible. Sorry, the second part of the question was...? #00:16:03-13#

I: The financing. How these activities are financed. #00:16:05-14#

B: Oh, well in the end, with the establishment of the foundation, we have took the decision willingly to create a foundation legally responsible under civil law, which means, purely legally seen, that leuchte auf deals as an independent legal form. Then again, this means that we as a nonprofit foundation for example, this again refers to the question in how far we can make profit with this, that we are not allowed to make any profit with the foundation. This means, we are obligated, we are subjected to the foundation's authority, so it goes the normal way like in any other foundation as well, so we are obligated that we spent all the money which we receive or earn with the foundation, just as in the foundation's statutes formalized. And here we always dependent on donations. In the end, we are happy about every donation, be it from a private citizen or from a company, which think, well what *leuchte auf* does is a nice thing and we would like to get involved to give support and to foster. Then there is the one or the other company which supports us in a powerful way, whereof we are very grateful, which is synonymous that this is, not exclusively but great supporters as the Sparda-Bank, Burg Wächter, Evonik, which are simultaneously sponsors of Borussia, which have been concerned about this, because they are closely interlocked with Borussia and then came to the conclusion to transfer donations recurrent and sustainable. Simultaneously, the whole, or not the whole but the donations' basis, I would say, comes from Borussia Dortmund itself to the foundation. That means, the activity of the foundation never would fail because, for example there are too little monetary resources. The basis, a six-digit figure, comes from Borussia Dortmund, so from the KGaA. And this is why the KGaA will be involved socially further on. It is not the foundation thing exclusively, we just have talked about the game against Team Gold, which came from Borussia Dortmund, were for example the revenues went to the foundation Deutsche Sporthilfe, which means there are other fields were Borussia is involved. There is no escaping like: Okay now we have the foundation so we do not have to do anything else. Quite the contrary. By help of the foundation we wanted to focus. Simultaneously, it is financed by the KGaA. #00:18:55-15#

I: Now a question which is already answered by you. How are these activities organizationally

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embedded, are they run by a department of the club itself, or are they placed in an independent organization (e.g. a foundation)? #00:19:10-16#

B: Exactly, well maybe I can put the focus on the years before, because we, the foundation exists since November 2012, we already were active socially in the years before. There were very different departments, fields, which have received social requests, such things have always existed and then it was decided, for example by ticketing: this is an institution or this is an individual destiny, we have to provide free tickets. Then, free tickets were provided (sounds proud). Or the sporting field said, well let us make a visit at, a few years ago for example now this is established, that the professionals visit the children's hospital of Dortmund's hospital. So, very different fields very supported, also financial, and there were very different departments who were responsible. With the establishment of the foundation, which was one of the aims, well aims is wrong, one of the motivations to structure this social responsibility, to make it more professional and that this engagement can be controlled focused and directed by the foundation. This refers to what I have said at the beginning. When other departments receive requests and there is a social issue visible, it comes to us automatically and then we can look and evaluate if this is a thing we want to be involved or other things that indicate that we distribute it somewhere else. But in the end, we are the decision-makers and responsible persons who handle or transmit these requests. #00:20:52-17#

I: I will now read a number of statements and would be interested in hearing whether you agree or disagree with these statements. You can strongly agree – agree – disagree – strongly disagree – or make no response.

The first statement is: Football clubs should stick to their core business (that is football) and refrain from CSR activities. #00:21:15-18#

B: I just have to give a rating without giving reasons? #00:21:22-18#

I: Exactly. You shall give short answers. #00:21:26-19#

B: (Thinks). Well I am sorry, but I have to make use of your time. I like to answer the statements but to say easily: I do strongly disagree or I mainly disagree, this would be a little short because then you are missing the relevant justification. Because, actually the main business of football clubs is football. This is obvious. And it would be understandable at any club or it could not be transferred if the club would be active socially without end, would be active ambitious or overly ambitious and because of this, the sporting success would fail to appear because resources would could not been taken for sporting investments anymore. Consequently, this has to, this is something I already have mentioned before, every club has to think about how intensive and extensive they want to engage. For example at our house, in order to give a comparison, when the foundation was established: In the first years we have always played in the *Champions League*, now we do not play in the *Champions League*, hopefully in the *Euro League* (laughs). But, in this case, it is not essential. That

means we do not have to expect any cuttings or something like this because we do not play in the *Champions League* this year. Because in run-up we thought about such issues. How much do we want and how much can we invest in order to start it sustainably, to let it develop and not to have to experience any cuts. The last point of this statement in this quotation, when I remember it in the right way, was football clubs shall refrain social engagement or the CSR itself. When we cut it to that, I totally cannot agree with that. Because in the end, the social engagement, no matter whether an economic company or a sporting company, which have meanwhile become economic companies as well, the social engagement within the society becomes more and more important. And we talk about Dortmund about the region of the *Ruhr area*, which is generally a very economically underdeveloped region, were a lot of reasons are shown. In the end every club has to stick to the point that they have to get involved socially. #00:24:03-20#

I: The next statement: CSR projects are important because through them our club can give the government and the citizens something in return for their support of the club. #00:24:14-21#

B: Just to clarify that I have understood it right. The engagement is important so that the club can give something in return to the fans. #00:24:22-21#

I: Exactly. And to the region. #00:24:25-22#

B: Okay. Here we can make it very quick. I do agree, definitely. For us, well it is not only about BVB fans but what we have said the region. We, for example have focused on the region, Dortmund and the region of the *Ruhr area*, *Münsterland* for example in the north or the *Sauerland* outside, but above all, we want to be active regionally. And of course, in this juncture it is about the history of the club, the solidarity of many people with the club, because of the economic consolidation where we are able to, of course it was one of the motives and a strong motive to say we want to give the society something in return. Maybe this is the strongest of all motives. So, I agree immediately. #00:25:15-23#

I: Alright. CSR projects are important because I think it is important for us as a club to engage ourselves in facing important societal challenges. #00:25:24-24#

B: This harmonizes totally in connection with the previous statement and this is why I agree as well. #00:25:34-25#

I: Okay. CSR projects are important because they generate positive publicity for the club and enhance our reputation amongst our stakeholders. #00:25:42-26#

B: Again, this is something we already have mentioned. This is not a motive, as I said, it is, let us say a pleasant side effect. I do not push it away from me and say this is no (thinks), this is no point which is not interesting. Obviously we are happy about that. And of course it may be that someone

who want to participate for example in the sponsoring at Borussia, who maybe thinks: Well, because of the social engagement the image of our club has increased with regard to our surveys and this is why want to be active even more or a more intensified effort in order to enter into a sponsor contract with Borussia. That are, as I said, side effects. Therefore, I would put it a neutral sphere. We are happy about it. But it is not a point where way say this is why have decided to establish a foundation. So, put it as neutral. #00:25:53-27#

I: Alright. In the next question you have again the choice between the 5 answers. Very important would be the highest with a 1, not important would be a 5. How important do you think it is that your club engages in CSR activities? #00:27:16-28#

B: Well, as I said..., this sounds similar to the other question. Not the last one, but the one before, or the one before the question before. It is definitely very important. I think that (thinks). Well, let us put it just as very important. #00:27:41-29#

I: For the next question you have again the same possible answers. Now is about your evaluation concerning the point of view of others within the club. It is a little bit complicated but let try it. In your opinion, how important is it that different groups within your organization consider CSR activities? For example the member of the board and the club's management? The question refers to the opinion of the club management. #00:28:12-30#

B: Do you mean our executive board? #00:28:13-31#

I: Exactly. #00:28:14-32#

B: Well the executive board, in this case including Hans-Joachim Watzke and Thomas Dress, is simultaneously the foundation's executive board. This means, both of them together with Christoph Kramer who is head of one of our management, in this case it is the management of sales and marketing. These 3 are the heads of our foundation. This is why this answers your question because the executive board see it as very important. #00:28:43-33#

I: The players and the trainers? #00:28:45-34#

B: Well, the players and the trainers (thinks). On a scale from 1 to 5 I would put the players and the trainers on a 3 or 4. You can see, the players and trainers do not have a large significance concerning the activities or for example the communicative support of the foundation's activity. This has a simple reason with special regard to the players. The business is very fast-paced and when the foundation's activities are linked strongly than the threat appears that the player maybe says goodbye to the club even if he has given a profession of faith a few weeks earlier and then we stand there alone with the project which was directed to a special player. This has never happened.

Also, well depending on if you know who I mean (laughs). This has never happened. And simultaneously, simultaneously, it is obvious that the players, if they are involved in a project in an exceptional case, generate a publicity, and with publicity I do not only mean a publicity just regarding Borussia Dortmund but we talked about Borussia Dortmund is active socially, so it is about the project itself. So a publicity for a project can be generated which normally the project sponsors would not have dreamed about ever before. This is why it can appear that that we involve the one or the other player. Jürgen Klopp, for example. Jürgen Klopp was (scrolls) patronage of the children's MRT. I say was because the project of the children's MRT is meanwhile completely financed. And back then, Jürgen Klopp had because as trainer of Borussia Dortmund he also had a strong relationship to Dortmund, he met a request by Dr. Klein with pleasure, nor a relative of mine (laughs), and took the patronage. Simultaneously, Jürgen Klopp is still eternalized with a quotation within our foundation's report. This is a result of the foundation's establishment when, I do not know if you have watched the foundation's movies, where he has said this. Jürgen Klopp is a very important person within the club, was an important person and is still a very important person in the history of Borussia Dortmund. This is why Jürgen Klopp will not be eradicated with a black marker. Here, the point of view is different. If there is a trainer who is connected deeply with the region and has worked here for many, many years and could identify with this social engagement, then well, it can happen obviously that we for example refer to Jürgen Klopp and the trainer acts supportive for the foundation. Concerning Thomas Tuchel, he works here for 2 months so it would be overconfident to say: Oh Mr. Tuchel come join us, we make huge action. At the moment he has to deal with completely other things he has to cope with. This is why in the end, this plays a secondary role. #00:32:33-35#

I: The next category is the commercial staff of the club. #00:32:37-36#

B: In how far they are important for the CSR activities? #00:32:45-37#

I: In how they evaluate the CSR activities like how important is it for the club? #00:32:51-38#

B: This is the same, this is the same question like: How do you evaluate the CSR activities of other clubs or companies in general? The foundation was established in 2012 and back then, nobody could know what will come up to us and the work processes were not clear. It all had to be regulated at first, it all had to warm up. Today, the foundation is 2 and half years old. In Dortmund it is very strong established I think and in the region of Dortmund, in the *Ruhr area* it is established, there one has heard about the foundation, well you have heard about it in Münster probably during visits of the stadium you came into contact. So I believe that work is seen as good by the exorbitant number of the population and interested persons. At least, this is what I hope. In the end, within the employees it is similar. When I told you before that in Dortmund it is established and accepted, then this is the case for the employees as well, probably even a little more, because the employees in the

house, be it the commercial staff or be it the colleagues who are responsible for the social media. Because they are very close at the events and see what effects the foundation can have and how do the employees act. And within these 2 and three-quarter years which have been gone, everyone could get an impression and so I believe that most of the employees in our house are convinced by the activities and therefore are happy to support and partly, in examples, give more support as it would be necessary or one could expect. That there is a cooperation in this house is obvious, but there are many employees who are active supererogatory and say, well it is for the foundation. This is why, well I told you a lot about this, but probably a few questions can be economized. I do not want to reduce it to different employees of our house but in general I would say that everyone could get a good impression meanwhile and I hope, similar to the other fields as well, that many can identify very strong with that. #00:35:34-39#

I: And what about the support about external stakeholders? Do they think these projects, or how do they evaluate these projects or your social engagement? For example the governments in your city or your region? #00:35:53-40#

B: Well, again I believe that (thinks) it is viewed exorbitantly as very good regarding what we are doing by help of the foundation. It is not that we have an immensely tight cooperation with the city or municipality for example, where we have weekly agreements in which directions one should be active or something like that. There we are very self-sufficient and would not like that for example the municipality would interfere in our activities. But I believe that the activity is accepted very strong and with regard to the official authorities outside the municipality, again we have, so I believe, left good footprints, so that in August, next month, in cooperation with the regional administration of *Arnsberg* came to us and said: We have the following interest, it is about to honor social engagement of citizens' initiatives or of clubs, who are active in the integrative area. In this case, in this year the focus is on the integration of refugees and the regional administration would not do that if they would say that what Dortmund is doing is all nonsense. This is why I think that here the standing is very good. #00:37:28-41#

I: Okay. And what about your sponsors and business partners in the region. #00:37:33-42#

B: Well, here as well, I already have mentioned before, the one or the other sponsor is involved very sustainable for example the *Sparda-Bank* has created a black & yellow card, a giro card, and a limited amount is taken by every revenue which is done with the card, so that the *Sparda-Bank* says, well the amounts are always cent amounts, but in total respectable amounts come together every year and are donated to the foundation. As I said *Burg Wächter, Evonik* are involved very strong, but, and so we can talk about other partners, for example the *Kitzbüheler Alps*, which is a partner as well. They (thinks), well it is a tourism network in Kitzbühel, as the name says, and here, for example, one or two weeks ago I think have enabled the *Youngsters Acadamy*, which is one of our lighthouse projects, to participate on a holiday camp, isolated on a hill farm, so that the children can

so to say reflect back to a simple being, which is not known here. Many children come home and play on the *PlayStation* immediately or in the north of the city, the *Youngsters Acadamy* is at the *Borsigplatz*, where for us the north of the city begins and where the people's social situation is not good and so just to have the possibility to experience the country life. There were girls, who got up voluntary at 5 in the morning in order to go to the cows together with the farmer. Here, this would not be possible. Here, all the children would just laugh loudly, if we would say: get up at 5 in the morning. And this possibility was, amongst others by our foundation, made by the *Kitzbüheler Alps*, so that was said to the children: You do not have to pay the full costs. This means, there a various examples where cooperations between the foundation and sponsors of Borussia come about. This exists, the one is more sustainable, the other more punctual, or where something can be developed. But all this is synonymous with: the sponsors are convinced by the foundation's engagement. #00:40:21-43#

I: What is about the supporters? Who does that look like? #00:40:28-44#

B: This is again your task as real fan (laughs). #00:40:32-45#

I: But do have any feedback or something like that? #00:40:36-46#

B: Well, let me tell you would. Before I tell you my point of view, I would be interested in hearing what you think. So as a fan of Borussia just tell me how you came in contact with the foundation and what you think about it. It does not have to be very detailed, but then I can feedback just on your statements and if this covers what I think. Because we obviously do not have contact to the majority of the fans. Nevertheless, I would like to answer your question afterwards. But first I would give the ball to you. #00:41:13-47#

I: Well, personally I think that it is obvious, or that I got the impression that your engagement is active locally mainly, Dortmund and the region, and I think this is relatively likeable, because it is concentrated and, so to say, the feeling occurs, that it is tried to give something back to the supporters and the region. So, I have a positive impression because Dortmund and the region is involved, or rather that it seems as if the region would be the main target group of the foundation. I have a similar impression. In my case, I did not know the foundation before have worked on finding a topic for the bachelor thesis and have looked which clubs are socially active. I did not know it, but I am not from Dortmund and I do not visit the stadium very often so this is not surprising, especially because it works mainly regional. Personally I like it is active sustainable and locally and not as maybe other clubs are involved in any projects anywhere on the planet maybe in order to generate new fans, to increase the image or to open new markets. So the regional aspect is very positive to me. #00:42:46-48#

I: Thank you for your evaluations (laughs). So now we can change the cast again. I think out of the viewpoint of the supports it is the same thing I have mentioned before, in the beginning, if the fans have become aware of the foundation, but in the stadium you nearly could not miss it, because it was told of the foundation's evaluation or of the first anniversary, or just mentioned in the stadium,

second anniversary the same thing, and so the fans nearly cannot have missed it, many of them. And so in the beginning, I think there was a wait-and-see attitude, like what do they aim to achieve. Is this an image thing? And especially the extremist scene for example, when we are talking about the supporters we can spread between normal supporters who are excited because of football and support Borussia or the extremist fans, who live for the club and who are, of course a very important part of the club, but on the other side have, let us say special points of view. So at the beginning there was for sure such a wait-and-see attitude, what is going on here? Let just watch what is developing here. So I think, of course I cannot speak for all of them, that the reputation of the foundation is a very good one within the supporters. Once there was an interview, which was held by Marco Rühmann with the fan forum schwarzgelb.de, were surely at the beginning the editors of *schwarzgelb.de* have thought: okay now we can examine all this very carefully and we want to know what is going on. And I think, it was a very detailed interview, and I think you can still read it on this website, so there are several pages published by *schwarzgelb*, which they normally do, so the reader can get a very detailed impression, and I think that schwarzgelb as well has accepted the activities as very good, at the least after this interview and without any influence or something like that. Concerning your point with the region, I think this is very interesting, because we, with regard to requests of donations in kind, we receive a lot of request of donations in kind, not only out of the region but out of whole Germany. And we send in one year about 1200 packets with donations in kind and with focus on the region. It is not possible to answer all requests of donations in kind. So we have cut it very clear and said: every requests which comes from outside, out of other federal states, we cannot answer. Of course there are a few exceptions. The exceptions proves the rule. If there is a heavy destiny anywhere or a huge accident has happened, we are the last ones who say: this is not in our region, we will not be active, but that are exceptions. And of course we get the feedback, which says that this would be so to say an impudence, supporters in other federal states would be forgotten, it would be talked about real love but not even a key pendant would be sent. So there is a lack of understanding that we are active locally. But on the other hand, there are, and this is the bigger half then the negative feedback I just told you about, there are supporters out of other federal states who say: well this a shame, we could have used any products for a tombola event or something, and would have made more money, but I can understand what you wrote to us. This means, we are, concerning the line-up, what I have said, that we want to be more structured and that the whole work shall be concentrated by help of the foundation, and do this very transparent, we are very reliable. And the persons who send us a request do not get an answer like: Hallo Mr. Mustermann, you do not get any donations of kind. Regards. But it is justified. So we say we are active in the region with this big number of packages, it is just not possible to support everyone and you just are not one of them we can support, sorry. So it is justified. And, as I said, many feedback is like: What a shame, but I really can understand you. Thank you for your feedback. This is why I think that the supporters who have informed about the foundation, exorbitantly like it. And even the people who do not live in the region and who maybe think: What a shame that we do not have any possibilities to get supported by the foundation, nevertheless they

will say that this is a great thing. And one last thing I want to add. It is like this, I told you about the lighthouse projects, there is the lighthouse project within the support-pillar engagement, just to clarify (scrolls), these are our 4 support-pillars, and within the support-pillar engagement we have dealt with the aim: how can we involve BVB supports in our activities. How can we make them a part of? Thus, we have a call for tender every year, which is called schwarz-gelbe Familie, and BVB supporters can call us, who have a nice social idea for example concerning the new design of a children's kindergartens' outside area or to design rooms of the youth welfare for example, and were the fans can think about with regard of this call for tender, in how far they can be active socially in this project, and then, when everything is ready and it fails, maybe independent of the call for tinder, many fan clubs may have thought we would like to engage, even voluntary, be we lack the financial resources, that we can say as a foundation, these projects are projects within the schwarz-glebe Familie, which we would like to support. And these are not only regional but they can reached in by fan clubs nationwide, for example lately the within the game of team gold, all of the clubs of the last call for tender were present, for example one fan club came from Saxony-Anhalt, from Hahne, and here our procedure is a little bit levered, but it is transparent and clear why it is levered and so we can be active and support the fans who come from outside of the region. #00.49.57-49#

I: And what about the media? How do they support or evaluate your projects? #00:50:12-50#

B: Well the media, I haven't read any negative stuff. Lately, when we have projects that we support, like official openings or a handover of checks, representatives of the media are present. These representatives of the media are not invited by us, but rather from the social institution. Then, an attendance of the media arises in within the scope of 'here a holiday recreation was performed and this holiday recreation is for socially disadvantaged children and adolescents, who otherwise could not afford this and the employees do that honorary, which is great'. And of course there is a reference to the BVB- foundation leuchte auf who financed the project and without their help the realization would not be possible. But the least (...) whereby, I have to correct myself a little bit, because that, what I said just before, I focused too much on the Ruhr Nachrichten. Because, as I said, there is an exchange. The Ruhr Nachrichten for example reported about our running childs, because they found out about our project and said that it is very interesting and that they want to make an report about that. But when I exclude the regional media, there are a couple reports in CSR magazines. When I remember them, I can ask the question very quick - sorry that I took a long way around your question (laughter). My personal evaluation is, that this engagement is noticed in the media as very good. There are people, as well in the media, who - this fits with that, what I said about the fans - said something critical like 'they just act regional'. But they do not have understand our concept. And this is not something, where we say, that we have to change anything, because it is our concept, we want to engage ourselves especially regional. That we cannot do right to all of the people or the media, is needless to say. (...) There is one thing which came into my mind. Probably your question that you asked earlier aimed at that, because this went through the media. Not long ago, our minister of the interior, visited our BVB learning center, which is one of our lighthouse

(Leuchtturm) -projects and informed himself about the anti-racism activities of Borussia Dortmund. I do not know, if you noticed that or if this has passed by you. #00:53:10-51#

I: No. (laughter) #00:53:12-52#

B: Alright, then this question was not aimed on that. Because this is an example – referring to your previous question, what the politics think about our activities – which shows, that the minister of the interior wants to inform himself about our projects. This is remarkable and nothing ordinary. And also in this context, the feedback of the media was very positive, in form of 'the minister of the interior praised the engagement of Borussia Dortmund'. #00:53:56-53#

I: I have now a question, which was answered mostly. But, did any of these organizations urge you or ask you to engage in such activities? #00:54:18-54#

B: No, from the government for example there are no requests to support anything. There are (...) requests of public authorities, for instance for beneficial events. But this is separated from any political interests. There were political parties who contacted us and wanted to advertise with BVB articles during their election campaign, which I found very funny. (laughter). I found this quite remarkable. As if we would take any political position. This is more a joke narration. There are not really requests who are coming periodically. Of course the fans recognized, that through the foundation and probably during the last years – what I said before, that the engagement becomes more and more important, because the social focal points do not become lesser or even become stronger - and that through a mix of these two components, the recognition of the foundation and the development of social focal points, the requests intensified. But this, in this case, a normal story. And that we are the central contact point and bundle them, that we get an overview, 'Wow, how many requests deal with material donations and how many with financial support. And how many mails do we receive, where fates are portrayed, who are very very hard'. For instance, fates within the family or fates who are concerning oneself, for example strong diseases. There we get individual request, where we say 'Okay, these people are that weakened, we want to give them a motivation boost' and for example invite them to an exclusive training of the squad, or watch of game of the team. But these are also stories, which are – maybe you heard something about the term "invisible engagement" - all, well not all, but the individual fates, which I just mentioned, are things where we never would make a big story out of it. We do not communicate that. Because we say on the one hand, that it would – even if the people would not have a problem with that – concern the private sphere of the people, where it is not appropriate. And on the other hand, and this is finally one of the reasons (...) I give another example. There was a father of a child, which was allowed to watch a training of the squad with the family. This is normally not possible...there are public training sessions, and in this case we cancel them out and say that the training session is not public. There are maybe a few representatives of the media, but the child was allowed to come. Before the training it got autographs of the players and then was allowed to watch the training. And the father was very excited and said: 'Wow, this is great. I did not know, that you do something like that'. He worked for a magazine of the Caritas and said: 'I want to make a report of that. We will praise you,

this is unbelievable'. We are not interested in that. Because, if this was public, that something like that is possible, we would get incredibly numerous requests like 'we want to visit a training' and of these incredibly numerous requests maybe a half would be justified, but anyway we could not do that. We can not allow every week twenty people to visit a training session of the squad. This is not possible. And this would – and there I am referring to the question of the core business of Bundesliga clubs – interfere too strong into the sporting field. And as I mentioned before, these are points we do not present official and rather perform them as an 'invisible engagement'. #00:59:28-55#

I: Some clubs find it difficult to set up projects because they lack necessary resources. To what extent is this a problem for your club? If this is a problem: what resources are in short supply? #00:59:49-56#

B: Mmh...that this is a problem for many clubs is uncontested, definitely. Especially clubs, who are at the beginning of the not sure, if they can manage the relegation. Well, there I tell something, last year in winter we took position 18 in the league (laughter). No, well this is uncontested and understandable. For us, this is (...) not the case. Because through our funding concept, we have a clear idea of how we want to support and what we want to support. And especially the 'how'. There are clubs, who are orientated in a way, that they provide high amounts, for instance six digits amounts, to umbrella organizations. The umbrella organization has then the possibility to distribute the money and to force the activities in the region where the donation came from. There is nothing reprehensible with that, this is absolutely legitimate. We follow another strategy. We say, that we have projects, that we support with high amounts, for example our lighthouse-projects. But for us it is important to support projects, who are not requesting giant amounts. For example, if somebody says 'we want a holiday recreation and we need 3000 Euro or 2000 Euro for that', then this is for us not an excluding criteria and we say 'sure'. These middle four digit amounts are for us normal. (...) If there is a request and somebody wants to have 50,000 Euro or 100,000 Euro as an umbrella organization, this would not be compatible with our ressources. We have a promotional volume of 200,000 Euro per year, maybe a little more. In the first year we had 150,000 Euro and now we have a little bit more. That means, we have a range how we engage per year as a foundation. But I do not see any problems in resources for projects who are fitting into our foundation concept, where we support them with four or five digit amounts. #01:02:58-57#

I: With which organizations or foundations do you collaborate in these CSR projects? Are these essentially local partners, regional partners, national partners of international partners? #01:03:12-58#

B: Our partners within the projects are benefit recipients. And this are social organizations, for example the Caritas or (...) well now I could list them all. Ultimately, all project sponsors are our project partners. As we are acting predominantly regional, these are predominantly regional project partners. At the same time, which is important, we as a legally responsible foundation - which I mentioned in the beginning – our promotions for charitable purposes are statutory, which is

tantamount that we just use them for social and charitable contents. For that, our project partners should have a social background. That is obligatory. It is not possible that commercial enterprises or a limited company comes to us and says 'we have a great thing, we want to make, can you provide funds for us?', and the social engagement of the company is good, we can not do that, because it is not a social organization. If it is a registered association or a gGmbH, which is a charitable limited company, like the clinic Dortmund. There a support is possible and these companies are seen as project partners. We also had supra-regional partners, when, as an exception, something was supported which was not related to the region. Therefore a short example: We supported the German national team of amputated football players. The made a request, where they needed financial support for their trip to the World Cup in Asia. Because the money out of their funding area was not enough, we said 'this is a football World Cup, this is our national team. Let us look which project partner, that is related to the national team, we could take to transfer our funds to give the guys the opportunity to fly to Asia'. #01:05:46-59#

I: Another question, which is relating to the previous question. Is there an support of governmental partners, third sector organizations, citizens groups or business organizations? #01:05:59-60#

B: Well no, support...this is separated. There is no financial support, that they say 'you have a foundation, which is great. That is why we take a certain amount of the budget and transfer it to you', this is not the case. You have to separate the union between our foundation and the city of Dortmund. We work together, we discuss about the things. When we have questions to city, we are a welcomed conversation guest. And the other way around, when the city has a concern, they are invited to come to us. Nevertheless, we are far away to talk about a cooperation. And at the same time, if the city comes and proposes any aid money, we most definitely say, that this does not fit into our funding concept. Another example which I can tell you: we have a lot of requests of school classes, which is carried over by education authorities. Where we get requests, if the kids could visit the stadium for a home game. This is not doable. We have so much schools, so many classes, how can we make a fair distribution or a fair selection? That is not possible. If we - in this case - get a request of the public order office. We have, for example, in Dortmund with the reception camp for refugees in Hachenei, or our accommodations for refugees in general. If they need support, of course we support as far it is possible for us and compatible with our statutory. If a summer festival takes place, we are happy if we can give pleasure to the residents or kids with BVB fan articles. When we have clothing left, these are contact points where we say of course, the refugee camps get support through the request of public order office. But as mentioned before, these are no strong cooperations, but rather loose requests, where we say this is possible or this is unfortunately for some reasons not possible. #01:08:51-61#

I: What is the proportion of your CSR activities with regard to marketing strategies of the club? Very weak would be 1, 5 would be very strong. #01:09:10-62#

B: The work of the foundation with regard to the marketing strategy? (...) What is very weak and what is very strong? #01:09:24-63#

I: 1 would be very weak and 5 would be very strong. #01:09:25-64#

B: (...) Well (...) well, I would say a 3. We do not adjust our marketing on the social engagement. We do not adjust strategically or pursue a marketing strategy according to the motto 'We are good people, because we established a foundation'. That is not related to our marketing strategy. Through our merchandise, where we sell our fan articles, we have some fan articles, which are sold and where the profit or particular parts of the profit are benefits for the foundation. There is an overlap of the marketing strategy and the foundation. We as a foundation thought it would be cool to create a foundation-shirt and bring it to the market. Meanwhile, we have two of these shirts. On the first shirt, the word *leuchte auf* was standing in the front. Meanwhile, we have a shirt, where the top view of the Borsigplatz in Dortmund is pictured. The streets form the shape the image of a star, which is also the image of the foundation. This is a subtle foundation-shirt, where the name of the foundation is not mentioned. Under the image, the sentence 'Born on the Borsigplatz' is posted. When the people think this T-shirt is cool, because of the star and they maybe do not know, if this is related to the foundation, and they buy it, then it is nevertheless a good thing, because the profit is a benefit for the foundation. As I mentioned, there are several other products, where there is a certain interweaving, but that we orientate and focus our strategies on this by bringing out seven new fan articles every year, is not the case. #01:11:53-65#

I: Alright, the next question. How much influence does the club management have on your work? 1 would be no influence and 5 would be a very strong influence. #01:12:14-66#

B: Clearly a 5. The executive board of the foundation behave of the club management and has the last word. When we prepared a great project, and for some reasons the executive board of the foundation – which is equate with the club management - is not okay with that, we can not do that. As you see, they have a strong influence. (laughter). #01:12:39-67#

I: Now another question where you already said something about... #01:12:46-68#

B: Can I maybe make an addition to the previous question, because this has to be considered. I would clearly give a 5, but as a legally responsible foundation, a statutory was created. And if, for example the club management of the KGaA would change, there is an influence, but they have to stick to the statutory. The club management or the executive board of the foundation can not come and say 'We will now support all things, that are not set up in the statutory'. This is legally not possible. That is why the influence is still a 5, but the management is not allowed to do things, which are not set up in the statutory. That is why we choose to establish a foundation. Because we want to bundle our activities and wanted to be bound and underlay on supervision. This was our target, because we mean our social engagement thoroughly honest, to make it transparent and that the foundation is orientated for the future. With our current club management I do not see any risk for that. But everything is set up that everything has it sense and purpose for the future. This as a

little addition. Excuse me. #01:14:36-69#

I: No problem. Could you indicate on which domains your CSR activities are concentrated. To what extent does the club undertake CSR activities in the domains below? We set up different areas. For example social support and unemployment. 1 would be many activities and 5 would be no activities. #01:15:04-70#

B: Can you please name the other areas as well to get an better overview? #01:15:09-71#

I: The first area is social support and unemployment. Then we have Education and training, Health, Environment & Sustainability, International solidarity or any other. #01:15:31-72#

B: 1 would be many activities and 5 no activities? #01:15:34-73#

I: Yes. #01:15:36-74#

B: (...) For social support and unemployment I would say a 2. Unemployment itself is not a primary topic we bother very strong. But within our future-column we deal with the educational opportunities of children and adolescents. This is a preventive measure to work against unemployment by offering the girls and boys opportunities. That is why this is not covering itself 100 per cent with our promoting-column, where I would say this is a 1, but through my addition you see, that this is clearly an important area and engagement. #01:16:30-75#

I: That means education and training would be a 1? #01:16:32-76#

B: Exactly, education and training is definitely a 1. #01:16:34-77#

I: Health? #01:16:35-78#

B: We started the foundation with three promoting-columns, which are future, diversity and engagement, where we supported projects, which were related to the health sector. For example for the diversity-column we got requests, which were dealing with the integration of disabled or diseased people, then this was a health aspect. And especially because health is such an important part, we decided to create an own column for health. This column precisely deals clearly with the area of health and that is why this is clearly a (1). #01:17:35-79#

I: Environment and sustainability? #01:17:37-80#

B: (laughs). Well, environment is an area which we ignore with our work. We can not engage in every area, this should be clear. Like we only engage regional, we can not tackle every social focal point. That is why I would give a 5 or 4 for environment. Sustainability (...) our effort is to work sustainable. That is why for me, this does not fit very well. Because for me, the term sustainability is not related to environment. We support the lighthouse-projects out of diverse reasons and we support them sustainable. That is why sustainability is viewed as very important. Environment, in this case, is neglected. #01:18:33-81#

I: And last but not least: international solidarity? #01:18:36-82#

B: This is also not strongly pursued with our work. But a (5) is not appropriate, because (...) we had a fan club from Colombia, which we supported. This is mainly separated from the foundation. But if, for example tragic accidents, like the earthquake or Tsunami in Haiti happen, we collected proceeds, which we gained through beneficial games and transferred them to foreign countries. For the work of the foundation itself, it has not got a big meaning. So you can make a 4 for that. #01:19:50-83#

I: The next question is: Could you indicate which particular target groups in our society you focus on? I will read all of them first. It would be Men / Women, Particular age groups: youngster or the elderly, particular (deprived) neighborhoods and vulnerable social groups like, the handicapped, the unemployed, ethnic minorities. #01:20:21-84#

B: Do you again have scales for that question? #01:20:23-85#

I: No. #01:20:24-86#

B: Good. (laughter). Through our columns nearly all of the groups you just mentioned are captured. That is why I would split that into these four groups. In the future-column we support the children and adolescents, which is a strong issue for us. That we, as I mentioned before, we want to give children and adolescents out of deprived neighborhoods educational opportunities or support projects, that enable such opportunities. That is why children and adolescents are a very very strong target group in this future-column. At the same time, we say within our future-column that we have to consider the demographic change. And if we get requests for projects, who are not dealing with children and adolescents, but with the inhabitants of a retirement home, then this would also be our target group. Because we care about the elderly within this column. Referring to the number of the projects, we have a stronger engagement for children and adolescents. Within the diversity-column we do not have any age structures. There we care about deprived social groups like disabled people, who are supported by integration and inclusion projects. This is a strong point within this column. These are also projects, who are tackling racism and promote a more tolerant society. Diversity means that not only the foundation, but also Borussia Dortmund takes its position towards xenophobia. The whole BVB-family takes its position against racism and does not want to have anything to do with it. Maybe you know the movie (...) who (...) let me think, who was published by Borussia Dortmund one year ago within the scope of 'Borussia verbindet'. The movie deals with Nazis, who want to play a football match on a pitch. I am not sure if you know the movie. #01:23:24-87#

I: No. #01:23:25-88#

B: The movie is worth seeing, I would recommend it to you. Just search it on YouTube or on our homepage within the scope of '*Borussia verbindet – gemeinsam gegen Rassismus*'('Borussia connects – together against racism'). As I mentioned before, the whole BVB family takes position against racism. This is the second important part, next to supporting disabled, diseased or deprived people and refugees within the diversity-column. Within the engagement-column we refer to the

engagement of the citizenship. Especially of our BVB fans. And within the health-column we promote the health and the sport. In this case it is not considerably if we make courses for children or adults. I do not know if I forgot to mention a group. #01:24:24-89#

I: In principal, you mentioned all of the groups. #01:24:50-89#

B: Alright. #01:24:50-90#

I: Are there any particular reasons why you chose for particular projects or for particular target groups? #01:24:57-91#

B: Well, the projects refer, as I said before (...) we have to separate them. If we get an request for a material donation, it will be tested different than financial support. And within the financial support our promotion orientates itself on our promoting-columns. When we founded the foundation two years ago we orientated on a study of the city of Dortmund. This study was created in the year of 2008, thus, four years before we established the foundation. The city of Dortmund has concretely dealt with social problems of the city and the region and then worked out several topics. And we have used this study when we established the foundation and created the promoting-columns out of them. As an example: the future column which deals with the support of children and adolescents has been identified by the city of Dortmund. Moreover, when we founded the foundation, it was important for us to promote regional projects and projects who have a reference to Borussia Dortmund. That means, that we check project request towards the reference to Borussia Dortmund and look in what way this project is compatible with the football or with BVB. When we get a request to support a film project, which deals with social topics and the actors are socially deprived as well, than it is possible, that we read through it and not really recognize the reference. It maybe is related to a target group, but cinematic and artistic projects are not really compatible with the main focus of our support. Of course, we have clear criteria, on whom we orientate our work. To summarize, we choose these target groups because of the study which was published by the city of Dortmund. #01:28:04-92#

I: On a scale from 1 to 5, how important is the factor of an improved image of the clubs as a result of your social engagement to you? (1) would be not important and (5) would be very important. #01:28:20-93#

B: I think I stated that extensively. I think you can estimate that very well. #01:28:28-94#

I: And now the last two questions. Do you have any desires or improvement suggestions concerning the social engagement of the Bundesliga clubs? #01:28:40-95#

B: (...) Well, you asked me in the beginning about the engagement of other clubs. I do not deal a lot with the engagement of other clubs. Sometimes there is an overlapping, for example within the BVB learning center, within the scope of meetings with our appreciated neighbors from Gelsenkirchen (laughter). If within the scope of these game both fan groups of the clubs formulate the slogan '*rivalry* - *yes*, *violence* – *no*', which should be naturally. Me personally, I think it is

appropriate to have a healthy rivalry and of course tease each other. This is normal. But everything which is above that, where it ends in acts of violence, is not – for me, and I think for every *normal* fan – understandable. In this context, there are cooperation of the learning centers. In general, in the social area, we do not feel as if we have a concurrence or something. Quite the contrary, if we consider the *Ruhr area* and look at the *Blues* (...) there is, especially in the *Ruhr area* as a structural weak region, there are so many open fields, where support is needed. That is why it is not the case, that you have to fight for one specific topic. And the social area is not comparable with the sporting sphere. Quite the contrary, when I think about Schalke – Schalke has established a gGmbH called *Schalke hilft – foundation*. They called it foundation, but factually it is a gGmbH. Nevertheless they do a great job. And the same is transferable to other clubs of the Bundesliga with whom we had contact in the past out of several reasons. Now if have talked so much, that I forgot the core of the question (laughter). #01:31:24-96#

I: If you have any desires or improvement suggestions concerning the social engagement? #01:31:27-97#

B: Ah yes, exactly. Then we are at the question of the beginning. To say any club of the Bundesliga should do better towards social engagement is not doable for me. As I mentioned before, every club cares about their formulated goals. Corporations are not necessary and the areas where it could be necessary, there would be no reservations of other clubs and us. I think, when you were sitting at *Schalke hilft* right now, the colleague would tell you the same. That if it would be appropriate to work together with *leuchte auf*, that it would be done immediately. But at the moment this is not a thought and not necessary. #01:32:20-98#

I: And now we are coming to the last question. What do you think, what importance will CSR take in the next 5-10 years in German professional football? #01:32:30-99#

B: (...) Puuh, that is a good question. Well (...) if you would have build up the question slightly different namely "What role will CSR play in the next 5-10 years". If we consider the social engagement, CSR plays an important role and becomes more and more important. The interesting thing, in my opinion, is that in commercial enterprises the meaning to engage themselves out of self-interest is higher than in football clubs. This has to do with image effects. As I told you before, for us this is not a motivation to become socially active. I think commercial enterprises have a different necessity to become socially active. If you consider textile enterprises, who had a scandal, not especially in their house but through suppliers, that had a bad influence on their image. And then it is a good image effect for enterprises to work against that. Within football clubs I think it is a little bit different. Because football clubs generate – through their history, their successes and their attractiveness through their style of play – their fans and finally the fans do not really care if their club is strongly engaged in activities. Because the fans are focused on the football. Especially the care about the stadium experience, if they visit every second week a home game and they can forget their daily life and stand on the tribune with their friends. There they have the game experience and the community experience. That is because I think it is not that important for the fan if the club is

socially engaged or not. Which should not mean, that because of that the clubs are not engaging themselves. This has nothing to do with that. We just detected, that every club is social active and the importance of this area is noticed by the clubs. I think the necessity is higher for commercial enterprises. Nevertheless, the topic itself will play a more important role in the future. The gap between rich and poor is drifting more and more apart. There are several topics. The issues of refugees, if the state and the municipality is not ready to take refugees. And the lack of understanding of outsiders. If I look at articles or consider statements of inhabitants, who are living closely to a refugee camp, I am seriously shocked by them. Also about how the radical views grew in the last months. The attacks on refugee camps, now have the same amount like in the whole last year. If this development continues, we have a double within one year. These are problems, who have such an importance that public authorities can handle them by themselves. That is why I think that is important to engage oneself out of the society. Within the Bundesliga every club has to be aware of the fact that their core business is football and that if they become active by an engagement, they clearly have to be aware of how they raise this engagement and then don't be too ambitious and get it back like a boomerang. It is clear if a club becomes social active and does not too it honestly, it is a question of time, when it is leaked out. And then they get it back as a doubled boomerang. This can not be the interest of any club. That is why there should be a good balance between social engagement and the football business. This is very very important. That it was important for us, when we founded the foundation, that we do not buy a team of specialists or experts and give them big resources to operate with them and afterwards find out, that is not possible to handle in the way we do it. That would have been the most disastrous option for us. If we had a too ambitious plans, which we could not handle. This would have been disastrous for the credibility and our own demands. That is why our strategy was, that we build it up from new and that we let develop itself. And that as long as possible. Two years are not a long time for a foundation, but it goes its way. And as a conclusion I repeat the previous sentence I mentioned. Referring to the importance CSR can be considered as very important. Football clubs have to be aware that they have a healthy balance to their core business, which is football. #01:39:13-100#

I: Alright, we are finished. Thank you very much for the interview. #01:39:37-101#

Declaration of Academic Integrity

I hereby confirm that the present thesis "CSR in Professional Football – What are the Differences of Bundesliga clubs towards Social Commitment" is solely my own work and that if any text passages or diagrams from books, papers, the internet or other sources have been copied or in any other way used, all references – including those found in electronic media – have been acknowledged and fully cited.

Place, Date

Münster, 06.10.2015

Signature

T. Hegelow