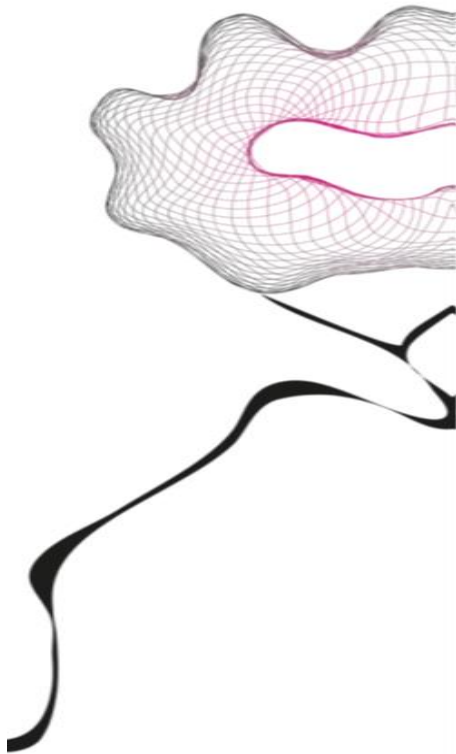


# BACHELOR THESIS

## ***Corporate Social Responsibility in German Professional Football – A Qualitative Analysis of Social Commitment of the Football Clubs Borussia 09 e.V. Dortmund and VfL Wolfsburg Football GmbH***



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## **Abstract**

*Corporate Social Responsibility* (CSR) has become an important component of professional sports, especially in terms of professional football. This paper explores the impact of CSR on the two *Bundesliga* clubs *Borussia Dortmund* and *VfL Wolfsburg*. While the nature of both clubs differs a lot due to the fact that they can be categorized as a traditional and an industry-related football club, by help of the *Theory of Planned Behavior* (TPB), contrasts regarding the clubs' motivations of being socially active are filtered out. During the analysis, the networks including partners and sponsors, the clubs collaborate with, are focused on in order to determine their moving causes more differentiated. With the help of case studies in the form of two qualitative interviews with the CSR-responsible persons of both clubs, the different aspects will be examined in detail. On this occasion the content structuring of Mayring is applied, so that on the basis of building categorizes and mechanisms, conclusions can be drawn to the clubs' motivations as well to answer the question, if there are differences between a traditional and an industry-related football club regarding their motivations of social commitment, and if so, what the causes for such a contrast could be. This scientific work will demonstrate, that professional football clubs are part of global acting companies these days. Moreover, as this thesis will expose, varying activities in terms of social commitment do not only refer to CSR or the TPB, but every club is an individual case, where at various aspects like history, environment or economic aspects may lead to different outcomes. But most of all, the motivations coming from the clubs' management and the clubs' environment determine the social commitment of both clubs in the end.

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# 1. Introduction

“It is not only for what we do that we are held responsible, but also for what we do not do” (Molière, n.d.<sup>1</sup>).

These days, multinational companies have become more influential and powerful as never before. Simultaneously, poverty and inequities have increased tremendously all over the world. This is why companies have to face not only the expectations of producing goods or services but furthermore to assume social responsibilities (Rösner, 2012: N. pag.<sup>2</sup>), and so do football clubs. The thesis at hands demonstrates the impact of *Corporate Social Responsibility* (CSR) on professional football clubs in terms of social engagement.

While Corporate Social Responsibility<sup>3</sup> includes an issue which is discussed frequently with regard to global acting companies, surprisingly barely any literature has been published in the event of CSR and professional football clubs so far. Babiak & Wolfe (2006) have analyzed for example, CSR initiatives regarding the *Super Bowl* and potential strategies of including CSR activities within the *NFL*<sup>4</sup>. Exceptional cases, which include professional football, are for instance the papers of Breitbarth & Harris (2008) who have evaluated the relationship of CSR and professional football based on case studies in four countries namely England, Germany, Japan and the USA. Another example which illustrates the economic development of the last twenty years with regard to English and German professional football in terms of CSR was published by Mohe & Sieweke (2009). According to this paper, a key role corresponds to the English *Premiere League* were a higher incidence of investors, social responsibility as well as the occurrence of regional projects has strongly shaped English football. The origins of German professional football and CSR are mainly based on the foundation of the *Bundesliga-Stiftung* by the DFL<sup>5</sup> and the league association in the end of 2008 (Hedderich, 2013: 6). Last but not least, Kolyperas et al. (2015) dealt in their paper with the clubs' motivations and drivers regarding their social engagement, but mainly focusing on Scottish professional football (Kolyperas, 2015: 3 ff.).

The role of networks, including partners, sponsors, municipalities, stakeholders, fans or the media, is this far not examined detailed in the literature, especially not in terms of a comparison of only two clubs from the *Bundesliga* that are to such an extent contrary. This is why this thesis aims at positioning in this research gap, regarding a detailed considera-

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<sup>1</sup> N.d. means that the publication date is missing.

<sup>2</sup> N. pag. means that the book's pages are unnumbered/unidentified.

<sup>3</sup> From now on abbreviated as CSR.

<sup>4</sup> National Football League.

<sup>5</sup> Deutsche Fußball Liga.

tion of certain football clubs. On the one hand, the clubs *Borussia Dortmund* and *VfL Wolfsburg* are examined due to the fact that both are counted among the biggest football clubs in Germany, have a solid economical fundament and more important both are among the most socially active clubs. On the other hand, both clubs differ a lot in terms of historical aspects, especially regarding to the fact that *Borussia Dortmund* can be categorized as a traditional and *VfL Wolfsburg* as an industry-related football club. However, the extent of social commitment displayed by clubs like *Borussia Dortmund* and *VfL Wolfsburg* has increased within two decades tremendously.

How can this development of more and more social acting football clubs be explained? In how far can differences or similarities between both clubs be revealed? Therefore, next to CSR, another topic is involved in the actions of football clubs, namely the *Theory of Planned Behavior*<sup>6</sup> (TPB). By help of this theory, which attempts to explain human behavior, the strategies and motivations of the football clubs are expected to be highlighted and comprehended. The TPB includes three aspects namely the clubs' motivations/values, the motivations coming from the clubs' environment or relevant others, as well as third factors which may affect the motivations in terms of a perceived behavioral control. In particular, the named contrast between both clubs' natures exerts a huge impact towards the TPB. With the help of a qualitative analysis not only possible general opposites shall be evaluated. But also specific interest is on the club's behavior towards expectations and implementation, regarding their social engagement, on the basis of both theories. Therefore this thesis poses the following research question:

**'What factors explain the differences in CSR networks of an industry-related football club (VfL Wolfsburg) and a traditional football club (Borussia Dortmund) in which the clubs collaborate in terms of their social commitment?'**

The thesis at hand aims at associating the nature of the clubs (independent variable) and its activities with regard to the CSR attitude coming from the management, CSR social norms and sources and revenue of CSR. Thus, it is to examine if these factors result in differences regarding the nature of the networks (dependent variable). In order to investigate the nature of the clubs and its activities, case studies in shape of expert interviews are utilized with the responsible persons for CSR from both clubs. On the basis of both theories one overarching hypothesis will be developed:

**'The social commitment of a traditional club like Borussia Dortmund takes the form of a community-oriented network, while the social commitment of an industry-related club like VfL Wolfsburg takes the form of a company-oriented network'.**

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<sup>6</sup> From now on abbreviated as TPB.

The present thesis can be located in the framework of corporate management and marketing theory, because it deals with the extent to which the companies' behavior and the companies' responsibility are compatible. Moreover the topic is relevant for the scientific field of public administration due to its relation to the public domain and society. Thus, the thesis starts with the explanation of the theoretical framework, which begins with the literature review. In order to be able to test both specific theories on the given event under study, it is then focused on the TPB and CSR. Next, the research methodology of the case study and the content structuring analysis are presented. Afterwards, the data is analyzed and the findings are interpreted. The results benefit a comparison of both clubs in a next step. Therefore, the building of mechanisms will be implemented in favor of facilitating the analysis. Possible differences or similarities aim at an insight in inner workings of two entirely different football clubs. In the end, the main findings are concluded and implications are stated.

## **2. Theoretical Framework**

The following chapter provides a theoretical framework for the analysis of the given subject, which is derived from the research question. Therefore, the two theories, *Theory of Planned Behavior* and *Corporate Social Responsibility*, are introduced and connected. Furthermore, their relation with professional football is described. The purpose of this chapter is to present the different variables of the research question as well as their relations, while one hypothesis is examined afterwards by help of three mechanisms regarding CSR and TPB.

### **2.1 The Theory of Planned Behavior**

First of all, it is necessary to explain why companies ultimately act as they do, and what leads them to an engagement in social commitment or an abstinence of being involved. This is why, the *Theory of Planned Behavior* is introduced. This theory functions as a first basis of the paper in order to combine the clubs' and their partners' actions with each motivations and expectations. Moreover, this theory is needed, in order to analyze the information from the clubs' publications, sustainability reports etc. as well as the outcomes of the interview afterwards. With the help of this theory it possible to understand which of the factors involved can be reduced to the responsible persons within the clubs, their partners, their sponsors and organizations which participate within the social commitment.

To explain human behavior has always been a motivation in social research. Shortly before turn of millennium a lot of models were developed. In 1980, Ajzen and Fishbein formulated the '*Theory of Reasoned Action*'. This theory was expected to facilitate the understanding of why people behave as they do. Moreover, it should support research in

order to comprehend how peoples' behavior can be changed (Ajzen & Fishbein, 1980: 10). Ajzen and Fishbein intended to estimate the discrepancy between attitude and behavior, taking into account that humans' behavior is voluntary as a rule (University of Twente, n.p.<sup>7</sup> & n.d.). Then again, it is assumed, that behavior is not always voluntary but that perceived behavior may underlie external controls as well. Furthermore, since human behavior can always be planned, this theory predicts "deliberate behavior" control (ibid.). Because of these two additions the theory was from now on called '*Theory of Planned Behavior*'. According to TPB, there is more to predicting behavior than just knowing someone's beliefs and attitudes. The TPB explains human behavior as potential consequences of intentions. Human intention can be described as a "cognitive representation of a person's readiness to perform a given behavior, and it is considered to be the immediate antecedent of behavior" (ibid.). The intention of people's behavior, in turn, is influenced by three competences within the attitude towards the actual behavior: Their attitude towards the specific behavior, their subjective norms and their perceived behavioral control (see figure 1).

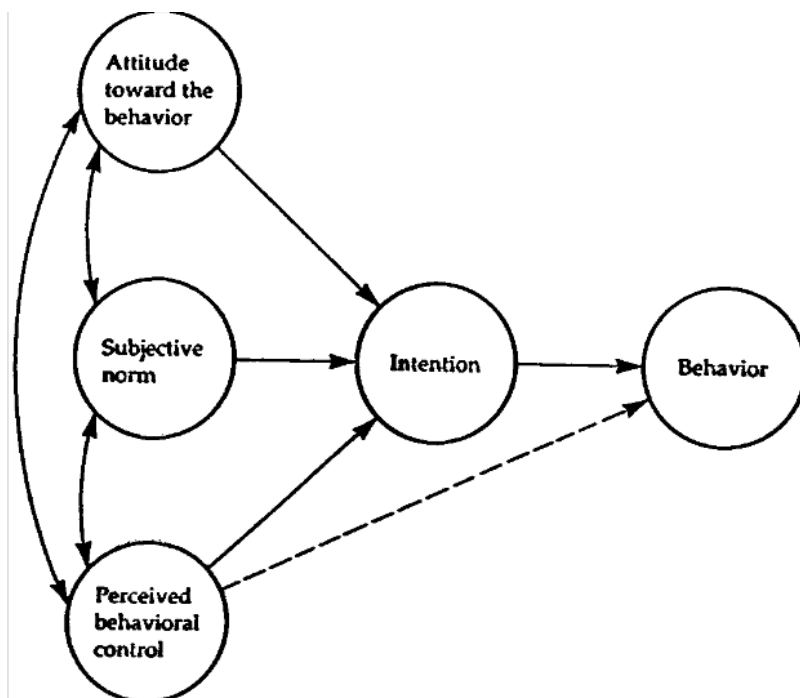


Figure 1: Conceptual Model of TPB

Source: Ajzen, 1991: 182

Thus, TPB professes, that human action is guided by three types of considerations: First of all, there are behavioral beliefs which function as beliefs about the likely consequences of potential conduct. Behavioral beliefs create a favorable or unfavorable attitude towards

<sup>7</sup> N.p. means that the publisher's name is missing.



the behavior. Secondly, normative beliefs representing beliefs about normative expectations of others. Normative beliefs lead to a subjective norm which can appear as a perceived social pressure. Thirdly, there are control beliefs, which characterize beliefs about the presence of third factors that may make it easier or may complicate the performance of the behavior. Control beliefs can cause a perceived behavioral control. Moreover, the concept of perceived behavioral control is conceptually connected to the term of self-efficacy (Ajzen, 1991: 204). In a body, the three types of considerations determine the formation of a behavioral intention. TPB professes that:

“The more favorable the attitude and the subjective norm, and the greater the perceived control, the stronger should the person’s intention to perform the behavior in question” (Ajzen, 2006: 1).

Assuming people may actually control their behavior to a certain amount, people are expected to express their intentions when the possibility suggests. Thus, attempting to explain people’s behavior, the intention precedes the actual behavior. Due to the fact that many difficulties arise from behaviors, it appears to be useful to consider perceived behavioral control besides the intention (Ajzen, 2002: 2).

Hence, the investigation of people’s behavior can only be understood when all aspects are considered. According to the two clubs examined in this paper, the differences in the clubs’ behavior can be referred to TPB mainly. A special focus is on the three aspects of this theory which can be portrayed in the motivations of the behavior coming from the clubs’ environment, the clubs’ own motivations and the feasibility of implementation with regard to resources, organization, social norms and third factors. Social norms can be defined as a customary, important variable for explaining the behavior. Here, the main issues are the attitudes and norms, which can be examined by help of the TPB.

However, the behavior of the football clubs can not only be explained with respect to the TPB, but the clubs’ social activities originate from a social responsibility coming from society, as well. This responsibility is represented by the theory of CSR, which will be illuminated in a next step.

## **2.2 The Theory of Corporate Social Responsibility**

While TPB puts special emphasis on motives, attitudes and norms, the concept of CSR attempts to explain the behavior of companies, in this case of football clubs, with regard to take on social responsibilities. The concept of *Corporate Social Responsibility* includes a variety of conceptions, implementations and ideologies regarding the fulfillment of social responsibility (Curbach, 2009: 24).

The main concept of CSR was already developed in 1953 by H.R. Bowen, stating the existence of an entrepreneurial duty to take action in accordance with societal values. As

a result, political claims and economic advantages would complement each other to a “win-win-situation” (Rösner, 2012: N. pag.). However, CSR does not have one universal definition. The European Commission defines CSR as the “responsibility of enterprises for their impacts on society” (European Commission, 2011: N. pag.).

The essence of the idea assumes, that companies are expected to be active socially, culturally or ecologically, because of their public responsibility (Rieth, 2009: 65). Martin Empt (2004) characterizes the practice of CSR as a combination of voluntarism and altruism (Empt, 2004: 25). Thus, societal responsibility would exceed the simple profit-seeking of companies. Then again, the concept of CSR creates not only the impression of voluntary assistance in favor of others, but entrepreneurial calculation. This perspective is specified by Deborah Doane:

“Although some see CSR as simply philanthropy by a different name, it can be defined broadly as the efforts corporations make above and beyond regulation to balance the needs of stakeholders with the need to make profit” (Doane, 2005: 23).

It is a fact, however, that several companies commit to bear their social responsibility and make specific sectors of their engagement public, which would be “courteous”<sup>8</sup> (Rieth, 2008: 64). Besides the concept of CSR, the terms of Corporate Citizenship and Good Corporate Governance are used frequently in the same context of corporate responsibility. Although these terms put the main stress on slightly different aspects, it is not possible to differentiate highly selective due to their large overlapping (Mohe & Sieweke, 2009: 6). Critics claim, that CSR's ambiguity would be the reason for its popularity. Thereby, companies could define their own social commitment in order to advertise with their social commitment.

These days, a common practice is that companies share insights of their commitment by means of sustainability reports, corporate websites or public debates. Peter Buschbeck (2010) associates the keyword of *'reputation'* with the enterprises' behavior (Buschbeck, 2010: 19). According to him, CSR is not only about image cultivation, but changing values within public and society – also in the context of ongoing globalization. Thus, consumers would not only be interested in high-quality products and services, but in the circumstances of its origins all the more. Consequently, companies should take full responsibility for their actions to a self-conception as a “global corporate citizen” (ibid.). It needs to be concluded that CSR is centered on the term *'credibility'*. Thus, it is less about return on investment of companies, but rather about public's perception on entrepreneurial behavior.

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<sup>8</sup> Translated by the author. The original quote is as follows: “zum guten Ton”.

During the next paragraph, the relevance of CSR for explaining the behavior of different football clubs will be processed by help of a particular concept of considering CSR with regard to various responsibilities of companies and possible influences of its stakeholders.

### 2.3 The Approach of A. B. Carroll

In the debate on CSR there is one approach, which gained a lot of attention in the 1990s down to present day. A. B. Carroll's version of a CSR-pyramid (1991) classifies the company's obligations into four sub-sections which can be seen as the entrepreneurial levels of responsibility towards a society (see figure 2): Economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities.

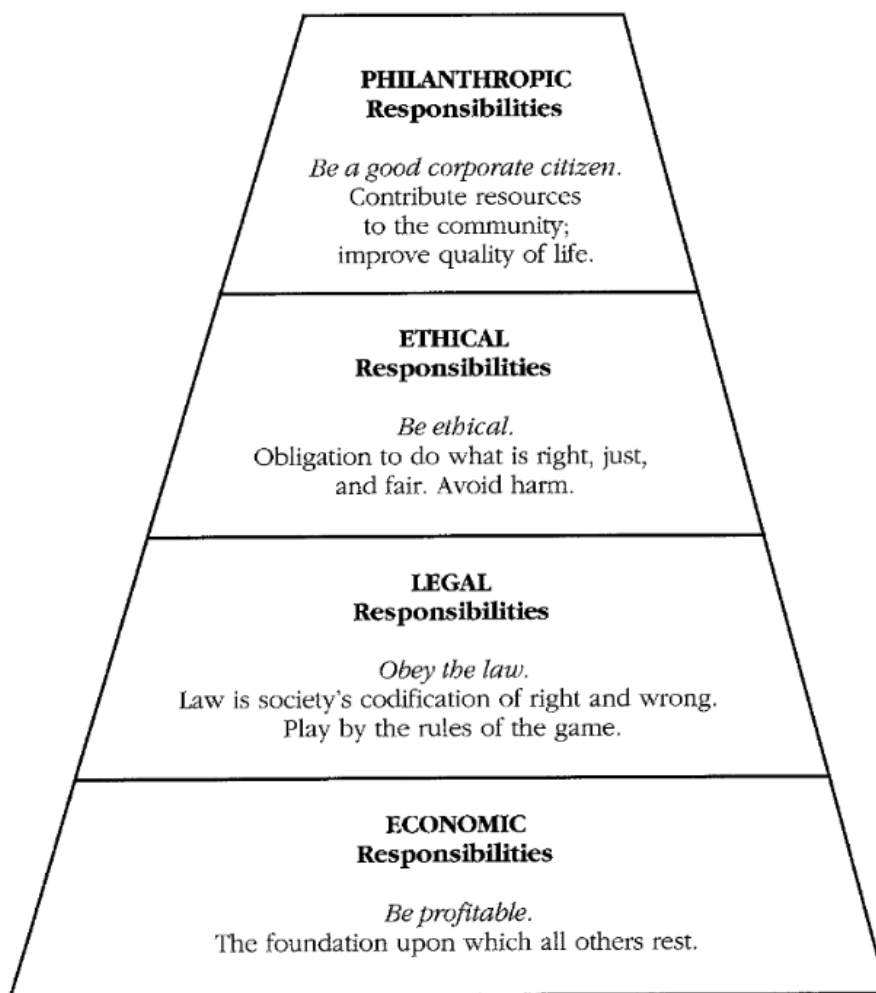


Figure 2: Carroll's Four-Part Model of CSR

Source: Carroll, 1991: 42

On this occasion, the importance of the four sections is illustrated from bottom to top (Quandt, 2013: 23). In the following description by Carroll, he indicates that CSR is “the conduct of a business so that it is economically profitable, law abiding, ethical and socially

supportive” (Rösner, 2012: N. pag.). Considering the fact that football clubs are global acting companies, one has to take into account, that different stakeholders of the clubs might have various priorities and ideas of which responsibilities are more or less important. Carroll depicts CSR as a pyramid whereat the economic responsibilities form the pyramid's foundation and represent the most important component. It depends on sustainable corporate governance in order to generate a not self-interested growth. It means in effect to run a business in an economically healthy way oriented towards the stakeholders' and shareholders' interests, nevertheless with the aim of making profits. Carroll defines stakeholders as a group “without whose support the organization would cease to exist” (Freeman & Reed, 1983: 89). This in turn, would include aspects like return on investment for shareholders, quality products offered at fair prices as well as fair employee salaries (Crane & Matten, 2004: 221). The next higher level of the pyramid is constituted by legal responsibilities. In this connection, Carroll demands that companies always have to act in accordance with the law, which would include regulatory requirements as well. Consequentially, legal framework contributes the society's ethical view (ibid.). If all companies “play by the rules of the game”, predictability would be guaranteed among all companies (Quandt, 2013: 22). Ethical responsibilities mirror the stakeholders' expectations regarding the companies' actions. These duties are not regulated by law or economical requirements, but can have a huge influence due to credibility and reputation within a society (ibid.). According to Carroll, ethical responsibilities are related to rightness and fairness. Society would expect corporations to act in a proper ethical manner in form of an unwritten law (Crane & Matten, 2004: 250). Against the background of the global financial crisis, this aspect corresponds to a major significance nowadays (Rösner, 2012: N. pag.).

Last but not least, the philanthropic or discretionary responsibilities build the top of Carroll's pyramid. At this action level, societal expectations and desires are mirrored. This level covers the corporation's willingness to contribute resources to the community in order to improve the stakeholders' quality of life. In contrast to ethical responsibilities, philanthropic responsibilities pose the corporation's engagement above the own company, with benefits for society as subject of discussion (Quandt, 2013: 23). Possible types of action are entirely voluntary and may constitute charitable donations or support due to utilizing organizations (Crane & Matten, 2004: 242), as well as aid for young disadvantaged people (Rösner, 2012: N. pag.).

Therefore, the theory of CSR is supposed to serve as the foundation of the paper, or rather as vehicle for the TPB in order to figure out the clubs' motivations as well as the effects on the clubs' networks by means of their social commitment. While TPB is a general theory about the motives of the management and stakeholders, CSR is more about values of football clubs and their stakeholders and that actors attach to particular values. The Stakeholders, which can differ from each other, do not have necessarily the same motives

and values. Special attention is put on the philanthropic responsibilities of the clubs. How important are the responsibilities considering the preferences and motivations of the clubs, even with regard to the TPB? But while CSR and TPB are only theories about various behavior patterns of companies and the clubs motivations regarding their actual behavior, a connection from both theories with professional football clubs is needed.

## 2.4 Developing of the Main Hypothesis

CSR has gained more and more significance recently. Even though this theory is normally used in the research field of Economic Ethics, results from recent research have shown, that there is a relationship between CSR, football clubs, and the networks that they are engaged in. According to the very close connection between football clubs and the society, the previous comparatively little interest in CSR in conjunction with professional football clubs is surprising.

The theory of CSR, notably A.B. Carroll's approach, seems to fit very well with the social commitment of football clubs. In the last decade, the role of football clubs increased to such an extent that they became 'global players'. This development leads to a new club's behavior. An increasing commercialization of football itself results in a trend, that football clubs, for instance *VfL Wolfsburg* or *Borussia Dortmund*, have adopted an entrepreneurial thinking. But they are not only targeting commercial aims, but rather social engagement. This is why Carroll's CSR approach can be projected precisely on professional football. Simultaneously, the TPB can give hints to the motivations of the clubs' social engagement in greater depth. In this case particular focus is on each of the theory's aspects: Behavioral beliefs and normative beliefs. For these two factors, CSR is especially relevant for. The third aspect refers to control beliefs, which are not that relevant on this occasion.

By using the two *Bundesliga* clubs *Borussia Dortmund* and *VfL Wolfsburg* as examples of recent development, the relationship between CSR and professional football can be highlighted in the following. The differences in the nature of the clubs, *Borussia Dortmund* as a traditional and *VfL Wolfsburg* as an industry-related football club, do also take a part at this occasion. On the basis of these natural distinctions between both clubs, differences with regard to the motivations of the clubs' environment, the clubs' themselves, and in each case characteristic third factors as resources or social norms can be evaluated within the analysis.

First of all it necessary to define the terms of traditional and industry-related football clubs. It should be noted, that there are no general definitions of both terms, but there are some overlaps in all attempts of definitions. First and foremost, a traditional club is a club which has a longstanding history and a fan culture existing for decades (Duden, Traditionsverein: n.p. & n.d.). Moreover, the term '*tradition*' conveys aspects like a commonly risen culture or identity which is passed through from generation to generation (Klein,

2008: N. pag). Normally, a traditional club has been independent of certain companies in its origin (ibid.). In German professional football there a lot of clubs, which all fulfill the qualifications for being categorized as traditional clubs like for example *1. FC Köln*, *1. FC Kaiserslautern* or *Hamburger SV*. Then again, an industry-related football club can be defined as the exact opposite. There is neither a longtime existing history or fan culture, nor a common identity. And all cases of so called industry-related football clubs are company sport clubs (Mertes & Heide auf der, 2013: N. pag.), which means that without the support of a company or a patron, the club would not exist or at least would not be as successful as it is now. There are some examples in German professional football as well, such as *RB Leipzig*, *Bayer 04 Leverkusen* or *1899 Hoffenheim*.

The German clubs *Borussia Dortmund* or *Schalke 04* for instance represent traditional clubs called '*Arbeitervereine*'. Moreover, such clubs do not only reach fans originated from its regions, but because of the clubs' tradition, achievements and history on an international area. This is one reason why the relationship between fans and the clubs is deeply entrenched. In contrast to conventional companies, the foundation's location is determined. A more industry-related club as for example *VfL Wolfsburg* experiences difficulties with regard to gaining fans outside the region. This is why the connection to local communities is so important for the clubs. A loss of the local community can be tantamount for a loss of global image (Buraimo et al. 2006: 29). On the one hand CSR is an effective method for football clubs in order to stay in touch with its local communities, at this juncture. On the other hand to pursue economic goals. According to DFL statements, German football has as a role model function nowadays. Thereby the *Bundesliga-Stiftung* receives order to live solidarity and to create opportunities for disadvantaged people. The following quotation nicely mirrors a new self-conception of German professional football:

“With its diverse societal engagement, professional football proves itself as a responsible member of our society, which accepts responsibility voluntary for social issues”<sup>9</sup> (Hedderich, 2013: 6).

What is striking about the goals and values of the *Bundesliga-Stiftung* is the resemblance to Carroll's CSR approach. Particularly with regard to the top two levels of his pyramid model: Ethical responsibilities and philanthropic responsibilities.

To sum up, the establishment of the *Bundesliga-Stiftung*, globalization processes, as well as the historical development of German professional football, have led to a higher incidence of CSR in German professional football clubs. Additionally, the *Premier League* has played an important part as a pioneer with regard to economic objectives. However,

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<sup>9</sup> Translated by the author. The original quotation is as follows: „Mit seinem vielfältigen gesellschaftlichen Engagement erweist sich der Profifußball als verantwortliches Mitglied unserer Gesellschaft, das freiwillig Verantwortung für soziale Belange übernimmt“.

this development has affected clubs like *Borussia Dortmund* and *VfL Wolfsburg* to enlarge their social commitment, even with regard to economic aspects. But both clubs have done so in quite different ways.

In the following section possible mechanisms about the organizations and partners, which collaborate with the *Bundesliga* clubs *Borussia Dortmund* and *VfL Wolfsburg* in terms of social commitment, will be formulated. Moreover, one overarching hypothesis is formulated on the basis of these mechanisms. Here, special attention is directed towards economic backgrounds, relationships of the clubs with their sponsors, supporters, municipalities and regions, as well as possible historical reasons, who are influencing the clubs and their partners. Moreover, in the context of the theories of CSR, TBP and the information regarding the clubs' nature of projects, partners and sponsors, the thesis at hand poses three mechanisms with regard to the clubs' social engagement which also can be seen as a preliminary investigation.

The mechanisms concerning the social commitment of both clubs can be described as follows (see figure 3): On the one hand, there is the nature of the clubs, which is the independent variable of this examination. The nature of the clubs includes mainly the differences of the clubs in terms of a traditional and an industry-related football club. On the other hand, there are the partnerships of the clubs, which are designated as the dependent variable. These partnerships contain mainly the networks of the clubs, which distinguish with regard to a community or a company-orientated network.

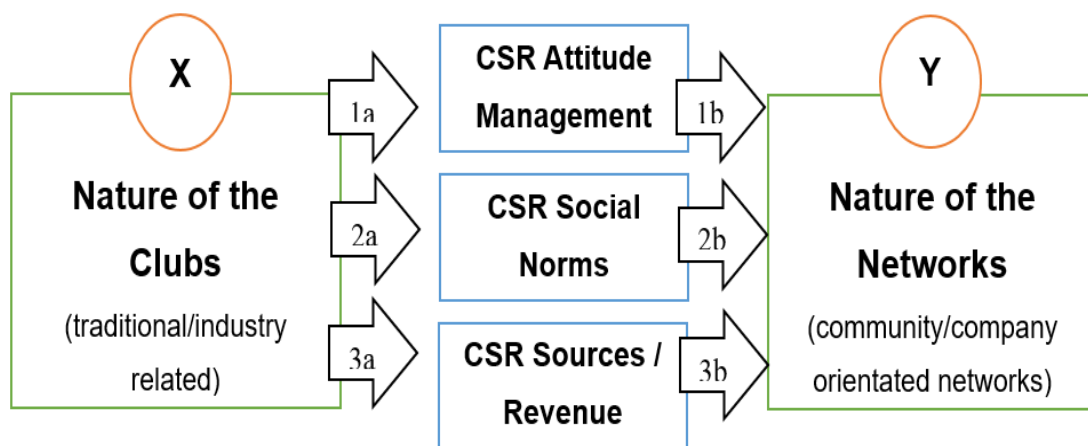


Figure 3: Mechanisms of Social Commitment

Source: Own Illustration, 2015

In order to connect the theories of CSR and TPB and the relationship of the dependent and independent variables, three mechanisms are developed which function as a combination of both theories. The first mechanism is the CSR attitude of the club management which originates from the TPB's behavioral beliefs. Next, the second mechanism is about the CSR social norms which are developed from the TPB's normative beliefs or in other

words the motivations of others coming from the clubs' environment. Finally, the third mechanism refers to the sources, organization and revenue of the CSR activities. This mechanism is derived from the TPB's control beliefs or the perceived behavioral control. All of these mechanisms are examined twice. In a first step, the mechanisms are investigated concerning the varying nature of the clubs (x). In a next step, the effects of these three mechanism on the partnerships (networks) are focused on (y).

According to Carroll's approach of CSR, *Borussia Dortmund*, as a traditional club, is motivated to become socially active in order to give something back to the society and the region in which they are embedded in. *VfL Wolfsburg*, as an industry-related club, operates strategically and is motivated to become social active in order to improve its image and reputation. Moreover, *Borussia Dortmund* is strongly dependent on stakeholders, external sponsors and municipalities within the region because their social engagement is only financed by donations. *VfL Wolfsburg* is not that much dependent on stakeholders, external sponsors and municipalities within the region because the financial means for the social engagement are predominantly originated from the main sponsor *Volkswagen*. While *Borussia Dortmund*'s partners, stakeholders and sponsors do not aim at marketing and public perception of the social engagement, *VfL Wolfsburg*'s partners, stakeholders and sponsors, obviously predominantly *Volkswagen*, adjust the social engagement towards the company's strategy, namely market development and profit maximization. The overarching hypothesis, which is to verify or to falsify at the end of this paper, is supposed to include all the statements and mechanisms in one general assumption:

**'The social commitment of a traditional club like Borussia Dortmund takes the form of a community-oriented network, while the social commitment of an industry-related club like VfL Wolfsburg takes the form of a company-oriented network'.**

Before the presented hypothesis will be tested in the following chapters, the research methodology is outlined firstly.

### **3. Research Methodology**

In order to analyze the nature of the clubs and the clubs' nature of networks, a clear methodological outline is needed. Besides the already presented short overview about the relation of CSR, TPB, professional football and its impacts on the *Bundesliga* clubs *Borussia Dortmund* and *VfL Wolfsburg*, this research will examine the club's activities and motivations in detail. These information are received predominantly from two expert interviews.

To prepare the analysis, the following paragraphs give an overview of the chosen research design. Important aspects such as validity and reliability are ensured through a



comprehensible procedure. Moreover, an insight into the reasons for these choices is provided as well. In addition, the method of data collection of the chosen research design is illustrated with special attention to an exact implementation. Finally, the method of data analysis aims to create a basis for the analysis itself. This is why the steps of coding and interpretation according to Mayring are outlined, which direct to structuring the given data and facilitate the analysis.

### **3.1 Research Design**

As chosen research design for this thesis functions a case study in shape of a qualitative expert interview with the two clubs *Borussia Dortmund* and *VfL Wolfsburg*. A case study can be defined as a research design which illuminates all relationships of functional areas and spheres of life in its entirety (Mayring, 1996: 28). Thus, only a holistic image could illustrate a realistic picture of the social reality (Lamneck, 2005: 5). This is why this research design is selected, since the examination of the nature of the clubs and the nature of the networks needs a holistic picture of the clubs' activities and its environment.

The clubs *Borussia Dortmund* and *VfL Wolfsburg*, which are the cases, are selected since a comparison of a traditional and an industry-related club is aimed at and both clubs are socially very active. Information regarding the social commitment of the clubs are collected with special attention to the clubs' motivations and their partners within the social commitment. Therefore, the information coming from the interviews are implemented as a primary source, data coming from websites and sustainability reports are rather utilized as an addition. Moreover, data on activities is needed hence. This is why a qualitative interview is applied as method of data collection. In general, qualitative thinking aims at the description and interpretation with regard to the research object. Moreover, it is about examining research objects in its natural environment instead of only in a laboratory or through literature, for instance. Finally, qualitative methods refer to a process of generalization regarding the results (Mayring, 2002: 19). A qualitative interview is chosen not only to analyze the findings but to understand processes and relations (Mayring, 2015: 19). The thesis at hand explicitly faces those basic conditions. Therefore, a qualitative interview is a well-suited method of data collection. Moreover, an interview is suitable, since the motivations and expectations of the clubs, with regard to the TPB, can be captured at first hand.

However, the term of qualitative interview analysis is yet extremely broad and can be minimized to a half standardized interview, whereat a mixture of open questions and pre-structured, standardized questions with prescribed answer possibilities are given. Despite a lot of similarities, the interview cannot be minimized to the term of a guided interview, because the questions are not only predetermined but also in a chronological order (Bortz & Döring, 1995: 289). In the next paragraph the method of data collection is presented.

### 3.2 Method of Data Collection

Due to the fact that two clubs are studied, the method of data collection focuses on two cases. In order to receive best possible information of both clubs, an expert interview is utilized. The data collection was conducted from July 22, 2015 until July 29, 2015. As source for the data collection the interviews are utilized predominantly, which were conducted with experts from the clubs *VfL Wolfsburg* and *Borussia Dortmund*.

### 3.3 The Interviews

The interview with the expert of *VfL Wolfsburg* was conducted on the 22<sup>nd</sup> July with Nico Briskorn who controls the staff position CSR of the *VfL Wolfsburg football GmbH*. Therefore, he is competent for the club's social engagement. In case of *Borussia Dortmund*, the interview was conducted with Thomas Klein, who works in the staff of *Borussia Dortmund's KGaA* and who is affiliated to the working area of CSR. In this function, he is responsible for the non-profit foundation *leuchte auf*. This is why the respondents are well-suited in order to gain at most comprehensive information. Both interviews took place at the clubs' branch offices in *Wolfsburg* or *Dortmund*. At both interviews, the same questions were posed in the exact chronological order.

At this juncture, a questionnaire was prepared which covers most important factors with regard to CSR and TPB and which also includes the main dependent and independent variables. In this case, the clubs' motivations, motivations from the partners involved in the projects, as well as the nature of the projects were mainly focused on. The questions regarding the dependent variables will be supplemented by information from additional sources, as reports of the foundation or sustainability reports by the clubs, during the data analysis. Furthermore, the questionnaire includes some general questions which mainly function as an introduction or rather as conclusion of the interview. Additionally, the combination of both, open questions and closed questions, is selected to prevent the appearance of weaknesses from both shapes of posing the questions on the one hand. Then again, the strength of both methods are expected to appear. While closed questions can be biased for the interviewee towards one direction, the pre-structured answers can facilitate the evaluation. By application of open questions the interviewee is free to give an honest and detailed answer, but this is why it may be very difficult to compare and to analyze. This is why a combination of both is selected.

The questionnaire includes 21 questions with regard to different aspects of the club's social commitment (the questionnaire can be found in the appendix 2). In this connection the first two as well as the last two questions direct to an entrance or rather a conclusion to the interview. In addition, questions 3 to 7 refer to the CSR activities of the clubs in

general, for example the number of employees within CSR activities or the level of commitment. Questions 8 to 12 relate to the different aspects of the TPB, which is illustrated in chapter 2.1. Here, the interview questions apply to the three different aspects of the theory, which include personal motivations, social norms as well as pressure and perceived behavioral control. Further on, questions 13 to 17 ask for the main dependent variables of this work comprising the networks as well as partners which are involved in the projects, including possible influence from outside, on the one hand as well as the nature of the projects, referring to concrete working areas, on the other hand. Last but not least, questions 18 and 19 relate to the reasons of the club's social engagement with regard to image, reputation and profit maximization.

In order to achieve results with regard to the posed research questions and to verify or falsify the posed hypothesis, a comparison of both interview findings is needed. This is why a half-standardized questionnaire is used, so that the key questions which include the main variables, can be compared more easily (Bortz & Döring, 1995: 188).

The atmosphere during the interviews can be described as professional and pleasant and the setting as impressive. In both cases, the interviews were conducted at the club's branch offices, which means it took place in front of an extraordinary environment. Firstly, the whole workplace appeared to be very professional and related to business. Secondly, the appearance of the huge stadiums in front of both working places increased an imposing effect. And thirdly, in both cases the experts of the clubs were obviously forced to answer the questions extensively and faithfully. Both interviews took place in huge meeting rooms. While the interview in *Wolfsburg* took around about half an hour, the expert from *Dortmund* answered particularly fine-grained, so the interview took nearly four times longer, which lasted almost two hours in the end. Another aspect which is important to keep in mind, is that both experts preferred to answer the interview questions in German, even though the questionnaire was also prepared in English. This factor, as well as the unequal extent of talk complicated the transcription, because firstly the interview needed to be translated and secondly the process of coding was more intensive regarding the evaluation of important and unimportant information.

During the conduction of both interviews, the statement of both respondents were taped in order to facilitate the transcription. The transcriptions of the interviews (can be found in the appendix 3) are implemented in terms of an easy framework of transcription. According to Kuckartz et al. the method of a fast and easy way of transcription conveys the advantage of focusing on the content (Kuckartz et al., 2008: 27). The used system of transcription includes the following rules: The transcription is made literally, not linguistically or summarizing. Colloquial language is to change into written English. Fractures in words and sentences are not transcribed unless it is used as stylistic device. Pauses are marked with three point in brackets (...) and striking behavior of the interviewee like laughing, thinking

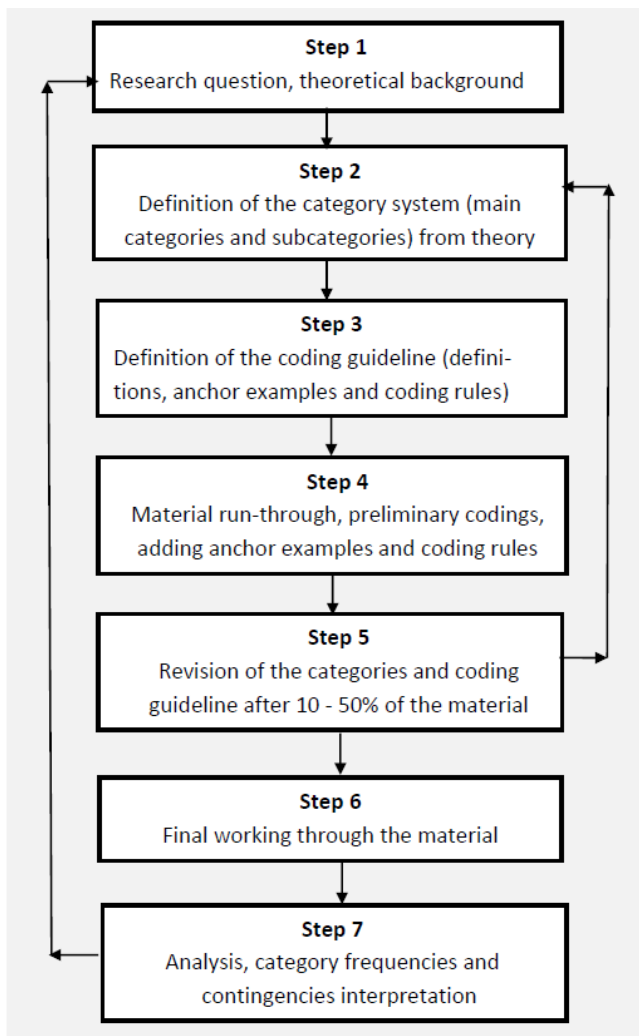
or shouting is identified by the adjective in brackets, for example (laughs). Incomprehensible mumbling like 'hmm' or 'ahh' is not transcribed, unless an answer would only consist out of it. Words which are stressed particularly are written capitalized. At the end of every talking, time stamps are marked. Words which are not understandable are marked. The interviewee is identified by a B (B:) and the interviewer is identified through an I (I:).

### **3.4 Method of Data Analysis**

As method of data analysis the thesis at hand refers to a qualitative content analysis. More precisely, within the evaluation, the coding and paraphrasing of the received results becomes the main focus. Therefore, the method of analysis obtains to Philipp Mayring. In the scientific area of qualitative content analysis Mayring proposes several different types of analyzing. Initially, three basic forms of interpretation have to be distinguished. At first, there is the form of a summary. In this connection, the given material is to reduce within the analysis in order to create an overview of the essential contents. Secondly, a form of analysis is represented by the explication. Here, in addition to the summary, external material is added within the analysis. The third form of analysis is the structuring. Due to the analysis, particular aspects of the material have to be filtered out with regard to a pre-determined ordering criteria (Mayring, 2014: 64). In order to compare the results of the conducted interviews, the method of a structured analysis appears to be appropriate. Due to an application of categories, all characteristics coming from the theories with regard to the dependent variables can be filtered out, structured and collated. The specific process description of structuring analysis is outlined in figure 4.

Moreover, within the structuring content analysis a more specific differentiation is need until a specific process description can be outlined. Next to purely deductive or inductive methods, Mayring also recommends mixed procedures as for instance a type-building content analysis, a formal structuring, a scale building analysis and a content structuring / theme analysis. Mixed procedures seem to fit very well within the analysis because:

“If the themes to be analyzed are fixed in advance (for example within an interview study the topics of the interview agenda), but the material per theme should be reduced, a combination of deductive and inductive procedures is needed” (Mayring, 2014: 104).



*Figure 4: Description of Content Structuring Analysis*

Source: Mayring, 2014: 96

The type-building content analysis is consulted, if striking expressions appear within the material, so these expression can be described in detail. A formal structuring is utilized in order to filter out specific considerations of the internal structure. Furthermore, the scale building analysis is used if individual dimensions within the material are to define in characteristics in form of scales, in order to estimate the material with regard to these scales. Last but not least, there is the content structuring. At this connection, specific themes and topics out of the material are to extract and to summarize (ibid.). This specific form of structuring includes several advantages. At first, because of the extraction of specific topics out of the interview, the issues which are embedded within the research question as well as the variables can easily be chosen. Secondly, due to the fact that the interviews were precisely prepared in view of these categories, the step of topic collection arises by itself. And thirdly, by summarizing the chosen extractions, confrontation and comparison of both interviews is facilitated. Thus, the method of content structuring is applied at the thesis at hand.

In general, the method of data analysis is a predominantly deductive application of categories. Here, the aim of the analysis is to filter out certain structures out of the material. This is why one of the central aspects of this method is to build an application of categories. Specific topics, contents or aspects are filtered out and summarized. Which contents are selected is marked through the developed category system, coming from the theories applied. After the treatment of the material by use of a category system, the extracted material is to summarize in terms of paraphrases per category (Mayring, 2015: 103). In contrast to the general description process of structuring analysis illustrated in figure 3, the procedure of content structuring analysis appears to be significantly diverse. The second step, determination of the dimension of structuring, as well as the eighth step, result processing, vary from the general description process of structuring analysis. The steps in the middle, the compilation of the category system, the formulation of definitions, anchor examples and coding rules, as well as the description and editing of references within the material, function as core elements of each structuring analysis. On this occasion the definition of the categories, anchor samples and coding rules function as main stages for the analysis. In case of the definition of categories, the components which belong to the developed categories are determined. Anchor samples include specific passages out of the given interviews which are cited in order to illustrate typical examples for each category. Additionally, coding rules play the role of regulations in case that there occur overlaps among the categories. This is why each category needs a clear delineation. Moreover, it has to be mentioned, that the following categories refer to a nominal category system (Mayring, 2014: 98). The definition of categories determines which interview components belong to the given categories. As anchor examples some concise text passages coming from the interview answers, are utilized (Mayring, 2014: 95). Because of the precisely prepared questionnaire of the interview, a delimitation and allocation between the categories is given, thus coding rules are available for this reason. With the help of the next steps which include material run-through, indication of references, processing and extraction of the references and revision of the system of categories and definitions of the categories itself, the paraphrasing of the extracted material is facilitated. With the help of these processed paraphrases, a summary of each category (mechanisms) can be developed. The analysis is based on an overview of the coding guideline (can be found in the appendix 1), including categories, definitions, anchor examples and coding rules. In a next step, the coded material from the interviews is to extract and has to be paraphrased per mechanism. On this occasion, the summary of each mechanism relates to Mayring's general content analytical process model of a summary (Mayring, 2015: 69).

## 4. Analysis

The following chapter aims at analyzing the clubs *Borussia Dortmund* and *VfL Wolfsburg* with regard to the research question and the overarching hypothesis. Therefore the three mechanisms, which are illustrated in figure 3 in paragraph 2.4, are utilized in order to compare the clubs by means of the results originated from the content structure of the interviews as well as information coming from the clubs' websites and reports. The analysis is divided into two steps. In a first step (A) it is to evaluate whether a traditional football club such as *Borussia Dortmund* has a more community-orientated network than *VfL Wolfsburg* as an industry-related club. Afterwards, this analysis enters into the question in what sense this probable contrast results from the three mechanisms, namely the CSR attitude of the club management, the CSR social norms and the CSR organization, sources and revenue (B). Therefore, both clubs are contrasted to focus on the differences regarding the nature of the clubs at first.

A) *Borussia Dortmund* can unambiguously be named a 'traditional club'. Since the foundation of the club in 1909 it is deeply woven into the identity and society of the city which is typically for a club, which is based in the German *Ruhr area*. The club has a big fan base in and around the region, which can not only be stated because every home match is visited by over 80,000 fans regularly (Statista: Spectators per game). The special relationship between the club and its supporters can be illustrated with regard to the club's official slogan which is called 'True Love'. Additionally, since 2000, *Borussia Dortmund* is the first club in *Bundesliga* which is listed on the stock exchange (Borussia Dortmund: Chronicle, N.p. & N.d.). Thereby the club was partly converted to a partnership limited by shares. With this drastic economical change, a sustainable economic basis was aimed in order to ensure international competitiveness (ibid.). In spite of a near insolvency in 2005, the club is today economically seen well-positioned. Companies like *Evonik Industries*, *Puma* and *Signal Iduna*, which also gives the stadium its name (Borussia Dortmund: Signal Iduna Park, N.p. & N.d.), are ranked among the club's sponsors. Moreover, *Borussia Dortmund* collaborates with a lot of partners, including inter alia, *Opel*, *Turkish Airlines* and *Huawei* (Borussia Dortmund: Partners, N.p. & N.d.). In 2012 the non-profit foundation called *leuchte auf* was established, which will be focused later.

In case of *VfL Wolfsburg* the framework conditions appear to be very different. While the club is comparatively young and was founded in 1945 (VfL Wolfsburg: History, N.p. & N.d.) the city itself is exceptional young as well. *Wolfsburg* was only founded in 1938 as company headquarters of the global company *Volkswagen*. The club *VfL Wolfsburg* was founded for *Volkswagen's* workers. Thus, *VfL Wolfsburg* is not really recognized as a traditional club. On the contrary, it can be described as an industry-related club. This is why there is no such close and huge fan base as in *Dortmund*. Since the relationship

between *VfL Wolfsburg* and *Volkswagen* is obvious, and *Volkswagen* functions as the club's main sponsor, the image of the club is not the best within some fans of the *Bundesliga*. Besides *Volkswagen*, partners of the club are amongst others *Kappa*, *LingLong Tire* and *Panasonic* (*VfL Wolfsburg: Business*, N.p. & N.d.). However, *VfL Wolfsburg* is the first *Bundesliga* club that integrated a CSR staff into their constitution. With their project *Wolfsburg United* they are globally engaged in Brazil, China and Mexico.

In order to complete the picture of the network, and to evaluate whether the traditional club Borussia Dortmund has a more community-oriented network and the industry-related club VfL Wolfsburg has a more industry-oriented network, the term of a 'network' is to examine more precisely. According to the definition from Schubert & Klein (2011), a network is a political-sociological term which defines, next to the free and open market relationship and the hierarchic relationship of subordination, a third group of relationship namely persons or organizations which have a relation to other persons or organizations aiming at cooperation, support or the exchange of information. This relation is based on durability, voluntariness and reciprocity (Schubert & Klein, 2011: N. pag.). At both clubs, there is a network consisting of a cooperation and support between the clubs, its environment and its partners. The difference with regard to a more community or company-oriented network is examined by help of a closer look at the clubs' activities.

*Borussia Dortmund* cooperates in terms of social commitment with plenty partners. All of their sponsors are simultaneously partners of the club like the *Sparda-Bank*, *Burg Wächter* or *Evonik*. Additionally, the project partners act predominantly on a regional level and should always have a social background. The partners within the projects are benefit recipients, for example *Caritas* or a hospital in *Dortmund*. Another example is the support of the German national football team of amputated football players, which is supported financially. The foundation does not support the team itself, but cooperates with the partners who are related to the team. Moreover, there are some projects which are also supported by the municipality and vice versa projects of the government or schools which the club's foundation takes part. Furthermore, the city of *Dortmund* created a study with regard to social problems in 2008. This study was utilized by the club in order to establish the foundation's lighthouse projects. There is no financial support coming from the municipalities or the city of *Dortmund* but there is a dialogue. The foundation supports projects if they fit to the foundations principles and if the support is possible, for instance in form of material donations to the reception camp for refugees in *Hachenei* at *Bönen*. But there is no strong cooperation, but rather loose requests. The club cooperated with supra-regional partners too, which were not related to the region, but support in this form is rare.

The club *VfL Wolfsburg* cooperates with regional, national and with international partners. Together with the city of *Wolfsburg*, the police and the center of education the club



initiated the *VfL-Vielfaltswochen* (translation: *VfL-diversity weeks*). There were also sponsorships for children of the *Wolfsburger Tafel*, who visited the *VfL football world*. This engagement is predominantly directed to an identification with *VfL*-affine persons in the region. National or international partners are cooperated with frequently because of missing know-how locally. Moreover, the club has partners on international level like *Unicef* or *terre des hommes* and supports projects in Brazil and China. International CSR engagement mainly refers to the club's globalization strategy in order to open new markets. This is why the club cooperates with many sponsors in China. Moreover, there is cooperation with NGO's as the *NABU*, or governmental institutions like the *Ministry of Education and Arts of Lower Saxony*. There exist also some joint projects with municipalities and the city of *Wolfsburg*. Thereby *Volkswagen* is commonly involved, too. Cooperation with the city of *Wolfsburg* is rather less of financial nature, but projects are supported mutually. The clubs' level of activity is not simple to compare. One can determine, that both clubs are active above average. Nevertheless, the network of *VfL Wolfsburg* is active longer and with a greater extant. Thus, the self-titled pioneer role of the club within the *Bundesliga* seems to be suitable.

B) Besides obvious dissimilarities between both clubs regarding the nature of the clubs, this short comparison has already hinted at that there are also differences in terms of the motivations for being socially active. Moreover, one can suggest, that there are differences with regard to the clubs' networks. While *Borussia Dortmund* appears to be a more community-orientated network, *VfL Wolfsburg* seems to be more industry-related. Therefore, the nature of both clubs is to analyze in more depth with regard to a combination of the theories of TPB and CSR. Based on the general contrast of both clubs, the clubs' own motivations (CSR attitude of the management), the motivations coming from the environment (CSR social norms) as well as the feasibility of implementation (CSR organization, sources and revenue) appears to distinguish within the following analysis. On this occasion, two steps are focused on: The question is to be answered in conclusion, whether the traditional club *Borussia Dortmund* has a more community-orientated network than the industry-related club *VfL Wolfsburg*. The main question which is to be answered refers to possible causations for this diversity with special attention to the effects of the three mechanisms on the nature of networks. Finally, the question is to be answered whether this contrast is a coincidental one or if there might be a general difference in terms the social commitment of a traditional club which is active in a more community-oriented network and an industry-related club which is active in a more company-oriented network.

## 4.1 CSR Attitude of the Management

Regarding the information of the interview with Thomas Klein concerning the motivations of the club, *Borussia Dortmund* indicates mainly the motivation of a responsibility to the region, which is economically underdeveloped. This means, the management of Borussia Dortmund feels responsible to be active in subareas of CSR: In particular by help of the non-profit foundation called *leuchte auf*<sup>10</sup> (translation: *light up*) and underlying four lighthouse projects, which are supported sustainably. With its social engagement the club wants to face social challenges like education, training, integration and racism. The motivation of *Borussia Dortmund's* social commitment refers to the intention of giving help back to the people in the region who are depended on support. The support is not always obvious, the club is also active in invisible engagement. Thus, the social engagement is not predominantly market strategically and not always communicated to the public. Furthermore, a profit maximization is not intended by the engagement. In case of an image maximization it is similar, even though positive feedback from society or the media is welcomed. Moreover, the integration of stakeholders and sponsors in order to enlarge the range of social activities, is aimed at. This means, the club wants to give something back in return to the fans and the region. This aspect indicates, that the club is active in community-oriented network.

In case of the information regarding the interview with Nico Briskorn from the club *VfL Wolfsburg* the strategies and motivations of social engagement distinguish partially. The club's social commitment is mainly practiced by an own CSR staff position and the initiative called *Gemeinsam bewegen*<sup>11</sup> (translation: *move together*) refers to the people dependent on assistance regionally, as well. On the one hand, this support is directed to the people because of a natural responsibility. On the other hand, classical company targets are pursued by means of this engagement. On this occasion, an improvement of the club's image is clearly aimed at. This is why *VfL Wolfsburg* publishes its social commitment always in order to place the club broadly on the media. Moreover, the club is active internationally. Again, the global engagement pursues the strategy of opening new markets, especially in China. With the help of both, regional and international social

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<sup>10</sup> The social commitment of Borussia Dortmund is mainly concentrated on this legally responsible, non-profit foundation. *Leuchte auf* aims at supporting non-profit projects and organizations by means of financial and non-material activities. Moreover, the focus is on the city of *Dortmund* and region of *Ruhr area* (Borussia Dortmund: Foundation).

<sup>11</sup> *Gemeinsam bewegen* represents a major initiative of the club *VfL Wolfsburg* which includes all activities. Its name reflects its program: Altogether, the club, the fans, partners and sponsors shall be included within the social engagement. Hereby, the joint movement is about movement in terms of health, movement of people in order to work together, and movement of objects, with regard to dismantle barriers (VfL Wolfsburg: Gemeinsam Bewegen).

commitment, the club targets the achievement of new sponsors and positive publicity. Again, the integration of stakeholders and sponsors in order to bring the club's activities to the market, is focused on. By following the CSR standards of *Volkswagen* the club even does brand tracking in order to evaluate in how far the club is perceived as working sustainable. Concerning the attitudes and motivations of the *VfL Wolfsburg* management, the club also aims at giving back something in return to the society coming from the corporate responsibility. Similar to *Borussia Dortmund*, the club wants to face important societal challenges and is convinced that its engagement is important. However, another motivation, which is potentially at least in the same manner relevant for the social engagement, is positive publicity, reputation and profit maximization. This statement can be proved by means of the information coming from the interview (see figure 7). The importance of pursuing classical company targets provides another indication that *VfL Wolfsburg* is active in a more industry-oriented network.

## 4.2 CSR Social Norms

In terms of social norms and pressures of *Borussia Dortmund*, there is a social norm of being active coming from the society in terms of CSR. The partners in CSR activities of the club originate from the region. These partners, namely *Sparda-Bank*, *Burg Wächter* or *Evonik* support the social commitment and they are convinced of the foundation's engagement. Moreover, the social engagement is strongly related to the club's executive board which has got a strong influence. Players and trainers play a secondary role for the foundation's activities. Nevertheless many players and employees of *Borussia Dortmund* support the foundation. Furthermore, *Borussia Dortmund* assumes, that the club's activity is accepted very strong within the club's employees, stakeholders, fans and media. A social pressure coming from sponsors, business partners or the government does not exist, but there are a lot of requests and various examples of cooperation. Again, the fact that the partners of the club come from the region, and that the foundation and its partners are active regionally, leads to the conclusion that *Borussia Dortmund* is active in a community-oriented network.

In case of CSR social norms and pressures of *VfL Wolfsburg* it can be concluded, that the pressure for social assistance is coming from the society in terms of CSR as well. Additionally, *Volkswagen* and the executive board have strong influences which leads to an adoption of *Volkswagen's* CSR guidelines. The club does not only have regional partners, but international partners like *Unicef* or *terre des hommes*. Moreover, the club wants to integrate all stakeholders so that many people are animated to participate in order to gain experience of more people. Here again, employees of the club do participate. Besides, the club cooperates with the government on one hand, but also makes use of the mayor as patron for regional projects on the other hand. The club mainly focuses on self-

initiated projects. Sponsors are integrated actively within *Gemeinsam bewegen* in order to bring the club's activities to the market. Additionally, the club wants to place itself everywhere in the media with regard to the first company goal of an improved image. At this occasion, a social pressure coming from sponsors, business partners or the government might exist. Since the adoption of *Volkswagen's* CSR guidelines can be interpreted as a kind of pressure. Therefore, the network of VfL Wolfsburg is active regional as well as international. *Volkswagen* and the club itself focus on projects in order to fulfill marketing strategies which hints at a more company-oriented network. The support of the city and municipalities seems to be more intense, potentially due to the fact that the city has similar motivations as the club, like an improved image.

### **4.3 CSR Resources (Organization and Revenues)**

At the club *Borussia Dortmund*, there are, despite the people who contribute in any way in the foundation, only two employees who are responsible for the club's CSR activities. Notwithstanding, with reference to any aspects regarding CSR, all resources of the club *Borussia Dortmund* can be utilized. Since the social engagement is predominantly manifested through the non-profit foundation, the club is not allowed to make any profit with the foundation and has to spend all the money they receive. This is why the foundation is dependent on donations. Next to supporters of the foundation, which are simultaneously sponsors of the club like the *Sparda-Bank*, *Burg Wächter* or *Evonik* the foundation's donations mainly originate from *Borussia Dortmund KGaA* itself, in order to guarantee long-term and sustainable resources. Because *Borussia Dortmund's* social commitment has been a long time not been professional and concentrated, through the establishment of the foundation a professionalization was aimed at. Next to the two employees within the CSR activities, there are three heads of the foundation which is simultaneously the club's executive board. This is why the executive board has a very strong influence on the foundation, but they are always bounded to the statutory. Especially sponsors and business partners are integrated in the social engagement. The financial volume of the foundation amounts approximate 150.000 € per year. With regard to perceived behavioral control, *Borussia Dortmund* does not lack any necessary resources, predominantly ensured by the concept of the foundation. Again, the issue of a comparatively small setting up of the social engagement in terms of staff and financing, suggests a community-oriented network.

In case of *VfL Wolfsburg*, the CSR staff department consists of four employees who coordinate the concerns of social engagement and have mainly an advisory function. The CSR staff department disposes its own budget including a cost center. The club also established a donation called *Krzysztof Nowak – foundation*, but most social activities are controlled through the initiative *Gemeinsam bewegen*, which functions as umbrella brand

of the club's engagement. With the help of this initiative the club attempts to integrate members, fans and stakeholders equally. Because the club management has a very strong influence on the CSR department, the engagement depends on the club's support firstly. The support of the club management ensures that the social commitment can persist sustainably. Due to the fact that the CSR department is in funds of its own budget and *Volkswagen* sponsors the club in the long term and sustainably, *VfL Wolfsburg* does not really lack any necessary resources, with regard to perceived behavioral control. The only obstacle is to convince the club management and the internal employees. However, this has not been a problem yet. The strong influence of *Volkswagen* and the comparatively higher amount of available resources hints at a more company-oriented network.

#### 4.4 Comparison

In order to respond to the research question and to verify or falsify the hypothesis developed, a comparison of both findings is needed by help of a comparison per category. At this occasion, special interest is devoted to the question whether the nature of the clubs involving its three mechanisms may have affected the nature of the CSR networks and the partners involved in the projects.

With regard to the first mechanism which refers to the CSR attitude of the management and the strategies and motivations of the clubs, the distinctions between both clubs become obvious. While both clubs indicate that their social commitment originates from a kind of natural responsibility, which nicely fits to the theory of CSR, *Borussia Dortmund's* social activity appears to be more altruistic regarding a community-oriented network for several reasons. Firstly, because the social engagement is implemented in form of a non-profit foundation, which is dependent on donations and is not allowed to make any profit. Secondly, because the activities are concentrated only on regional level. Thirdly, since the club does not communicate all social activities to the public. This is why the motivation refers, according to the information of the responsible interviewee, in no respect to a profit maximization and only with little interest to an increased image. Nevertheless, one has to consider Carroll' pyramid model of CSR (see figure 2). The basis of this pyramid are always economic responsibilities. Only the top of CSR activities refer to ethical and philanthropic responsibilities. Moreover, different clubs and the different stakeholders of the clubs might have various responsibilities as more or less important. In case of *VfL Wolfsburg* the motivations and strategies differ a lot. Here, the CSR activities are controlled by an own CSR staff position. The CSR guidelines of the club's social commitment are parallel to the CSR guidelines of *Volkswagen*. That is why profit maximization and an improved image play definitely a big role within their social activities, which mainly refers to the CSR pyramid's foundation. This gets obvious since the club engages internationally with the aim of opening new markets and additionally, because the club takes advantage of brand tracking in

order to evaluate in how far the club is perceived as working sustainable. With regard to TPB, both clubs indicate that their personal motivations originate from the preference of supporting in order to face social challenges. Moreover, the motivation of *VfL Wolfsburg* to a positive publicity, reputation and profit maximization has already been discussed.

Furthermore, the CSR social norms and pressures within both clubs appear similar. Pressure for social assistance is coming from the society in terms of CSR at both clubs. At *Borussia Dortmund's* social engagement the executive board is strongly obtained. Partners come from the region and support the social commitment but there is no pressure. The acceptance of employees, stakeholders, fans, media, business partners and municipalities is outstanding but there is no social pressure from any party even if there are a lot of requests. This applies also to *VfL Wolfsburg*, even if the club focuses strongly to integrate all stakeholders in order to make their activities public and to generate an improved image. Therefore, they do not only have regional partners, but there is no obvious pressure coming from them. However, *Volkswagen* has strong influences on the club and the whole network which leads to an adoption of its CSR guidelines. Moreover, the executive board has a strong influence and the cooperation with the city is definitely a close one.

Considering the clubs' CSR sources, revenue and organizations, the differences originate mainly from their varying types of being active. While *Borussia Dortmund* is dependent on donations and works predominantly with local partners, who are simultaneously the club's sponsors, the staff department of *VfL Wolfsburg's* CSR activities disposes its own budget. In both cases, there are only a few employees who are responsible for the social commitment and in both cases the club's management has in its own ways a strong influence. Even if the foundation of *Borussia Dortmund* was established in order to concentrate and professionalize the social engagement, the organization of *VfL Wolfsburg* appears to be a little superior. Additionally, both clubs do not lack any necessary resources, regarding a perceived behavioral control and there are no obvious third factors which would complicate the actions of both clubs. Concerning the partners involved in the projects, there are also some contrasts between both clubs. In the event of *Borussia Dortmund*, all sponsors are simultaneously partners of the clubs, which all act predominantly regionally. Moreover, municipalities or the city of *Dortmund* are involved in some projects, but these are no permanent cooperations. But it is important to mention, that the whole orientation of the foundation's activities originates from a study of the city of *Dortmund* from 2008. Consequently, the activities are directed to the people who are in need of, and the regional orientation gets also apparent through other partners of the projects like *Caritas'* or a hospital in *Dortmund*. In case of *VfL Wolfsburg*, the club has partners involved in its projects all over the world. This diversity is again a hint at the strategic orientation of the social commitment. On regional level, the club collaborates with municipalities, the city of *Wolfsburg* and other institutions very close. At the same time there are cooperations with *Unicef* or *terre des*

*hommes* and *VfL Wolfsburg* supports projects in Brazil and China. In particular projects with partners in China aim at opening new markets.

In general one can conclude, that *VfL Wolfsburg* sets up its engagement more broadly than *Borussia Dortmund* because of the already given reasons of image and profit maximization. Then again, the club collaborates closer with official institutions than *Borussia Dortmund*. At this occasion, this could not only be a reason of the club to create a more positive image, but also for the city and municipality it could be a reason of reputation. Both parties benefit from a close collaborations, especially if the projects are all the more innovative. This aspect lead to the nature of the projects. Both clubs mainly focus on similar topics like education, integration or health. But while the projects of *Borussia Dortmund* are always closely linked to the region and associated with facing social challenges, *VfL Wolfsburg* collaborates with many different partners on various places. Moreover, the projects of *VfL Wolfsburg* aim at being particular innovative, again in order to receive positive publicity whereas the projects aim at individual fates and are not always communicated. Altogether, aspects of image, reputation and profit constitute the largest differences within the nature of networks of the clubs *Borussia Dortmund* and *VfL Wolfsburg*.

## 5. Conclusion

The aim of this paper was to examine what factors do explain the differences in CSR networks of an industry-related football club like *VfL Wolfsburg* and a traditional football club as *Borussia Dortmund* in terms of their social commitment. Moreover, one object was to evaluate, whether different motivations of the clubs regarding their engagement exist and if so, whether these differences can be referred to the different nature of traditional and industry-related football clubs.

The thesis at hand has presented in detail that professional football clubs, which rank among globalized companies, have to face the topic of CSR more than ever. But not only the historical development or the importance of CSR as such can explain the behavior of football clubs. In this connection, more important are the TPB's three factors regarding the motivations, which determine the clubs' actual behavior. A comparison of the clubs' social commitment with regard to their motivations in terms of TPB is illustrated in figure 5.

	<b><i>Borussia Dortmund</i></b>	<b><i>VfL Wolfsburg</i></b>
<b>Motivations of the club (behavioral beliefs)</b>	Predominantly a sense of responsibility for social assistance in terms of CSR.	Predominantly a strategically orientation in terms of CSR including a sense of re-

	Assistance for supporters of the club and the economical and socially deprived region. Image and profit maximization do not play a major role. Integration of stakeholders and sponsors in order to enlarge the range of social activities.	responsibility for social assistance: improvement of image and reputation. Integration of stakeholders and sponsors in order to bring the club's activities to the market. Opening of new markets with regard to a profit maximization.
<b>Motivations of others, coming from the clubs' environment (normative beliefs)</b>	Pressure for social assistance coming from the society in terms of CSR. Partners come from the region and support the social commitment but no pressure. The sponsors are convinced of the foundation's engagement. The executive board has a strong influence. The activity is accepted very strong within the club's employees, stakeholders, fans and media. Dialogue with the city and municipalities but no pressure.	Pressure for social assistance coming from the society in terms of CSR. <i>Volkswagen</i> has strong influences which leads to an adoption of its CSR guidelines, which can be interpreted as a kind of pressure. The executive board has a strong influence. Not only regional partners, but no obvious pressure. Support of the city and municipalities which have similar motivations (improved image) but no pressure.
<b>Perceived behavioral control (control beliefs)</b>	No third factors which complicate or ease the social activity. The organization is professional and resources are available. Self-efficacy is granted.	No third factors which complicate or ease the social activity. The organization is professional and resources are available. Self-efficacy is granted. CSR department can fall back on its own budget.

Figure 5: Comparison of the Clubs' Social Activity in Terms of TPB

Source: Own research, 2015

To sum up the results coming from the analysis, there are some major differences with regard to the clubs' social commitment and their networks of activities. On the one hand, the distinctions originate from the varying realization of social engagement at both clubs. *Borussia Dortmund*, which is active through a non-profit foundation has put the main stress of its social commitment on the region of *Dortmund* in order to face the existing social challenges (community-oriented network). In this occasion, the organization, the selection of partners and of projects distinguishes from the activities of *VfL Wolfsburg*. The club has established its own CSR staff position including its own budget. Moreover, *VfL Wolfsburg* is socially active not only on a regional level, but on a national and international level as well (company-oriented network). For the activities of CSR, the main sponsor *Volkswagen*



has strong influences which leads to an adoption of its CSR guidelines to *VfL Wolfsburg's* CSR activities. On the other hand, the diversity between both networks has its roots in the varying strategies and motivations concerning social activities. Carroll's approach of CSR has mirrored, that CSR is nowadays elementary embedded in the clubs' strategic directions. Moreover, the clubs and their stakeholders vary in terms of their priorities (economical vs. philanthropic motives). It became apparent that mainly the personal motivations significantly influence the clubs' actions. The expectations of *Borussia Dortmund* are predominantly directed to a support of the region which faces multilayered problems. Due to the fact that all partners involved in the network come from the region of *Dortmund* as well, the same conclusion can be drawn for their partners. Moreover, pressure for social assistance coming from the society in terms of CSR, acts a part. In case of *VfL Wolfsburg* the stated aspects may play role as well. On this basis, the expectations of both, *Volkswagen* and its partners appear to direct more likely towards polishing their image and reputation. Here, the partners which are not active regionally but internationally, may aim at a maximizing of gains as well. In case of *VfL Wolfsburg's* network, the club, as well as the city, pines for an improvement of their image. *Wolfsburg* as a comparatively young working village, and *VfL Wolfsburg* as industry-related club which is strongly influenced by the global player *Volkswagen*, do not have the reputation of a traditional working village like *Dortmund* or a successful and traditional club like *Borussia Dortmund*. Furthermore, the aspect of a strategically orientation towards China in order to open new markets is part of *VfL Wolfsburg's* CSR activities. Because of the close connection of the club and *Volkswagen*, an improved image and profit maximization are main goals of *VfL Wolfsburg's* engagement, next to the support of the region and the fans. In case of the network of *Borussia Dortmund*, image and profit maximization do presumably not play a major role. This information is supported by the fact that *Borussia Dortmund* is not allowed to make any profit with the help of the foundation, further on they are only active regionally and do not communicate all of their projects to the public.

Regarding the projects and the partners involved, the differences between both clubs originate from the already demonstrated contrasts. *Borussia Dortmund* is only active regionally and exclusively collaborates with partners who have a social background. Additionally, they focus on individual fates. The partners of the non-profit foundation are predominantly the club's sponsors simultaneously. In contrast, *VfL Wolfsburg* is active all over the world. Nevertheless, the club's regional activities are definitely broad and multilayered. In particular the collaboration with official institutions like the city of *Wolfsburg* or municipalities appears to be a little stronger and more concrete in some cases than for *Borussia Dortmund*.

With regard to the research question, several factors can explain the differences in CSR networks of an industry-related football club like *VfL Wolfsburg* and a traditional football

club as *Borussia Dortmund*. Next to differences in the nature of the clubs, the analysis has demonstrated that the CSR attitude of the management, CSR social norms and CSR resources have all strongly affected the networks of both clubs. And in both cases predominantly the motivations and expectations of the clubs management and the motivations of the clubs' environment, like partners, sponsors or the city, act the biggest part.

All in all, the varying behavior of both clubs and the differences regarding their networks is clearly recognizable and comprehensible. One can draw the conclusion, that *Borussia Dortmund*, as a traditional club, is related to a more community-oriented network, while *VfL Wolfsburg*, as an industry-related club, is active in a more company-oriented network. Moreover, one can allow to conclude, that the three mechanisms have affected the nature of the CSR networks deeply. Thus, one can suggest that there might be general differences regarding the social commitment of traditional and industry-related football clubs with regard to structural differences and the clubs' CSR management. However, this thesis could not answer the question concluding, if this contrast is a coincidental one, since this paper only aimed at the analysis of one traditional and one industry-related football club. This potential weakness refers to the fact that only two clubs were focused on, or rather that particularly these two clubs were selected and not for example the industry-related club *Bayer 04 Leverkusen* and the traditional club *1. FC Köln*.

According to Karl Popper (1935), a generalization originated from observations is not always feasible and a complete inductive proof would therefore not be possible (Mayring, 2007: 3). This is why, further research could estimate in more depth, if the differences within the networks of a traditional and an industry-related club do really originate from the varying nature of the clubs in terms of a causal mechanism, or if the result of this thesis can only be viewed as a more accidental contrast. Hence, other '*Arbeitervereine*' and '*Werksclubs*' should be compared. Further research might also consider the economic aspects of social commitment more detailed. Besides, a comparison between clubs from the German *Bundesliga* and the English *Premier League* might be interesting. Altogether, the application of a qualitative interview brought desirable advantages: The respondents could answer the questions comprehensively. Moreover, the combination of open and closed questions appears to be a good choice, due to the efficient comparison. Validity and reliability were ensured through the comprehensible procedure. Notwithstanding, it would have been useful to have incorporated further background information from both clubs as well as official institutions like municipalities within this research. Especially due to the fact, that both clubs have published sustainable reports and have provided much information on their websites and access to these information is simple. However, there were limits regarding time and extent of this thesis. Moreover, a possible weakness of this work is that the main information only originate from the two interviews. This is why the interviews are

not representative and small details in the statements of both may have distorted the analysis and the comparison. Besides, one has to take into account that both respondents who were interviewed aimed at presenting social activities of their clubs in a positive way.

After all, the differences between the networks of *Borussia Dortmund* and *VfL Wolfsburg* have been illustrated and evaluated. Even if the contrasts are sharp, and the motivations partially appear not to be altruistic directed to the benefit of the society but to self-interested reasons, it should be recalled that football clubs are global acting companies. Moreover, CSR includes not only social commitment in terms of responsibility, but entrepreneurial calculation. Both clubs' scales of activity are comparatively extensive and the projects of both clubs afford a valuable contribution to the society. This is why the social commitment of both clubs, no matter the background of motivations, should be considered with more appreciation and respectfulness. However, in order to conclude this thesis appropriately, I would like to end this thesis through a quote by the musician Carrie Underwood:

“Successful people have a social responsibility to make the world a better place and not just take from it” (n.d.).

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## Appendix

### Appendix 1: Coding Guideline Interviews

Category	Definition	Anchor Examples	Coding Rules
<b>C1: Strategies/Motivations</b>	Interview passages which refer to social commitment aiming at an increase of image, reputation and profit on purpose as well as possible causes	<p>“...have initiated one project ourselves which we do not communicate to the public.”</p> <p>“I want to exclude the second aspect completely.”<sup>12</sup></p> <p>“Image maximization, well of course we are happy about that.”</p> <p>“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 <i>why Borussia Dortmund</i> is involved in social engagement.”</p>	Division is only made for strategic causes of social commitment
<b>C2: Level of Activity</b>	Interview passages which refer to information concerning the extent of the clubs' social commitment	<p>“I do not presume to evaluate other clubs concerning their social engagement.”</p> <p>“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.”</p>	Division is only made for the amount of the clubs' social engagement
<b>C3: Organization</b>	Interview passages which refer to information regarding implementation, financing, procedure and task distribution of the social commitment	<p>“...the employees who are directly active in this field, which are only 2 (...) we deal mainly with this social affairs.”</p> <p>“...the house of <i>Borussia Dortmund</i> support the activities of CSR wherever it is possible in all areas.”</p> <p>“...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.”</p> <p>“...we always dependent on donations.”</p>	Division is only made for organizational aspects within the social commitment

<sup>12</sup> Refers to profit maximization, remark of the author.

		“The executive board of the foundation is part of the club management and has the last word.”	
<b>C4: TPB</b>	Interview passages concerning the clubs’ causes of actions (including personal motivations, social norms and pressures and perceived behavioral control)	<p>“...the social engagement within the society becomes more and more important. And we talk about <i>Dortmund</i> about the region of the Ruhr area, which is generally a very economically underdeveloped region, were a lot of reasons are shown.”</p> <p>“I do agree, definitely.”<sup>13</sup></p> <p>“...we want to give the society something in return. Maybe this is the strongest of all motives.”</p> <p>“...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.”</p> <p>“I believe that the activity is accepted very strong...”</p>	Division is only made for the clubs causes of action with regard to the TPB and its dimensions
<b>C5: Partners Involved in the Projects</b>	Interview passages which include information about the clubs’ material and non-material support by various types of partners within the projects, like sponsors, municipalities, cities, networks	<p>“Our partners within the projects are benefit recipients.”</p> <p>“Ultimately, all project sponsors are our project partners. As we are acting predominantly regional, these are predominantly regional project partners.”</p> <p>“We also had supra-regional partners, when, as an exception, something was supported which was not related to the region.”</p> <p>“You have to separate the union between our foundation and the city of <i>Dortmund</i>. We work together, we discuss about the things.”</p>	Division is only made for issues with regard to cooperative partnerships

<sup>13</sup> Refers to the question: The engagement is important so that the club can give something in return to the fans, remark of the author.



		“Nevertheless, we are far away to talk about a cooperation.”	
<b>C6: Nature of the Projects</b>	Interview passages with regard to information about domains and areas of social activity and target groups of social engagement	<p>“Exactly, education and training is definitely a (1).”<sup>14</sup></p> <p>“...deals clearly with the area of health and that is why this is clearly a (1).”<sup>15</sup></p> <p>“...environment is an area which we ignore with our work.”</p> <p>“...we want to give children and adolescents out of deprived neighborhoods educational opportunities or support projects that enable such opportunities.”</p> <p>“...are tackling racism and promote a more tolerant society. Diversity means that not only the foundation, but also <i>Borussia Dortmund</i> takes its position towards xenophobia.”</p>	Division is only made for general information regarding the clubs’ projects themselves

Figure 6: Coding Guideline Interview Borussia Dortmund

Source: Own Research, 2015

Category	Definition	Anchor Examples	Coding Rules
<b>C1: Strategies/Motivations</b>	Interview passages which refer to social commitment aiming at an increase of image, reputation and profit on purpose as well as possible causes	<p>“We try to start our projects with personal initiative and an innovative character. Because sustainability and innovative is a second brand value of <i>VfL Wolfsburg</i> (...) It has been awarded several times and gained corresponding attention. “</p> <p>“Well, this is one of our biggest company targets that we are relating to our engagement.<sup>16</sup> On the one hand, we are carrying a natural responsibility, because</p>	Division is only made for strategic causes of social commitment

<sup>14</sup> Refers to a prescribed response option, 1 implies many activities, remark of the author.

<sup>15</sup> See above.

<sup>16</sup> Refers to the question whether social engagement serves a maximization of image and profit, remark of the author.

		<p>we are in the center of public attention (...) On the other hand, we pursue classical company targets and that (...) CSR and the engagement deposits on the image takes the first place.”</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p>	
<b>C2: Level of Activity</b>	Interview passages which refer to information concerning the extent of the clubs’ social commitment	“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.”	Division is only made for the amount of the clubs’ social engagement
<b>C3: Organization</b>	Interview passages which refer to information re-	“We are 4 permanent employees who are editing the topic CSR within the department, whereas in these departments not the whole engagement is coordinated.	Division is only made for organizational

	garding implementation, financing, procedure and task distribution of the social commitment	We are coordinating the social engagement and have a strong advisory function.” “And 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. “	aspects within the social commitment
<b>C4: TPB</b>	Interview passages concerning the clubs’ causes of actions (including personal motivations, social norms and pressures and perceived behavioral control)	“Strongly agree.” <sup>17</sup> “We actually try integrate all of our stakeholders. That is why we purposely choose the name <i>Gemeinsam bewegen</i> , because we want to animate all people to participate and make them to accomplices. That is how all of our projects are designed.” “...we used the mayor as the testimonial and in that way actively integrated him.” “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.”	Division is only made for the clubs causes of action with regard to the TPB and its dimensions
<b>C5: Partners Involved in the Projects</b>	Interview passages which include information about the clubs’ material and non-material support by various types of partners within the projects, like	“...we realize projects with the city of <i>Wolfsburg</i> , with the police, with the center of democratic education, who are located locally. There are projects, like <i>the VfL-Wiki</i> , where we need a know-how, which is not located locally.” “And there are the international partners. In the past, we cooperated with <i>UNICEF</i> and supported projects in Brazil and China. And now, since the 1 <sup>st</sup> of July, we	Division is only made for issues with regard to cooperative partnerships

<sup>17</sup> Refers to the questions whether CSR projects are important in order to give the society something back, and CSR projects are important because they result in positive publicity.

	sponsors, municipalities, cities, networks	<p>have a collaboration with <i>terre des hommes</i>.”</p> <p>“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 <i>Allerpark</i> in 2017. So there are many nice common activities, but less of financial nature.”</p>	
<b>C6: Nature of the Projects</b>	Interview passages with regard to information about domains and areas of social activity and target groups of social engagement	<p>“Unemployment not at all, social support, well we cooperate with the <i>Wolfsburger Tafel</i> and such stories.”</p> <p>“I would say a few. Especially in the topic of integration with refugees etc.”</p> <p>“A lot of activities.”<sup>18</sup></p> <p>“Not that much but progressive. I would say it is a 3, probably.”<sup>19</sup></p> <p>“...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...”</p> <p>“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.”</p>	Division is only made for general information regarding the clubs’ projects themselves

Figure 7: Coding Guideline Interview VfL Wolfsburg

Source: Own Research, 2015

<sup>18</sup> Refers to the areas of social commitment education and training, health, environment and sustainability.

<sup>19</sup> Refers to the area of social commitment international solidarity.

## Appendix 2: The Questionnaire of the Interviews

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 a 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 club 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
  - 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 projects 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 or 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 your activities 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?

## Appendix 3: The Transcriptions of the Interviews<sup>20</sup>

### 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 do 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, we 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 proposals 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

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<sup>20</sup> Both interviews were conducted together with Tobis Hegelow, who has written his Bachelor Thesis on the same issue, but including a different research question.



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 & yellow 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 done this selective. I remember the game of *St. Pauli* at the *DFB Cup*, 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 launch 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# level of activity

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 taken 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 non-profit 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*, where for example the revenues went to the foundation *Deutsche Sporthilfe*, which means there are other fields where *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 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# PTB:

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, and 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*, we award an integration prize. Here, 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 *Kitzbüchel*, as the name says, and here, for example, one or two weeks ago I think have enabled the *Youngsters Academy*, 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 Academy* 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 are 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 you 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#

B: Thank you for your evaluations (laughs). So now we can change the cast again. I think out of the viewpoint of the supporters 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 *black & yellow family*, 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 tender, 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 *black & yellow family*, which we would like to support. And these are not only regional but they can be 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 children, because they found out about our project and said that it is very interesting and that they want to make a 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 (laughs). #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 (laughs). 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 cannot 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: Well 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 (laughs). 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 resources. 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 or international partners? #01:03:12-58#

B: Our partners within the projects are benefit recipients. And these 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 cannot do that, because it is not a social organization. If it is a registered association or a non-profit *GmbH*, 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. They 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, which 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 a 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 is part 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 cannot 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 cannot 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# the nature of projects

B: Can you please name the other areas as well to get a 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: (Thinks) 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 cannot engage in every area, this should be clear. Like we only engage regional, we cannot 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# the nature of projects

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 a 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 cooperations 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: (...) Well, that is a good question. Well (...) if you would have built 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 cannot 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#

### **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, which 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 to an improved image or a 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 stadium 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 *Krzysztof 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'.

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.

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.

B: (...) I 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.

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.

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?

B: We actually try to 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 match 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 shot 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 extent is this a problem for your club? And if this is a problem: what resources are in short supply? #00:12:21-38# PTB: perceived behavioral control

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 to 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# the partners involved in the projects

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 I 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: Well, 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: Well, 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# Organization

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# the nature of projects

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) (remark: the interviewee meant a (4) or (5) because he insisted that they are engaged frequently), 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 are surveys which indicate that professionals in a particular stage of age have a stronger role model function than 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 come about at some projects? #00:22:23-70# the nature of projects

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 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 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: Interposed Question - 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: Interposed Question - 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#

## Declaration of Academic Integrity

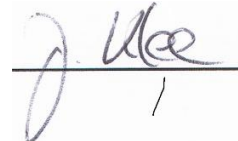
I hereby confirm that the present thesis "*Corporate Social Responsibility in German Professional Football – A Qualitative Analysis of Social Commitment of the Football Clubs Borussia 09 e.V. Dortmund and VfL Wolfsburg Football GmbH*" is solely my own work and that if any text passages or diagrams from books, papers, the internet or other sources 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

Jonas Klee

A handwritten signature in blue ink, appearing to read 'J. Klee', is written over a horizontal line. The signature is stylized and cursive.