



University of Peloponnese

*Faculty of Human Movement and Quality of Life Science Department of
Sports Organization and Management.*



International Olympic Academy

Master's thesis

Olympic Studies, Olympic Education, Organization and Management of Olympic Events.

Olympism & Olympic Marketing:

Paradox or a golden combination?

Lea van Breukelen

Supervisors:

Professor K. Toohey

Professor S. Brown

Professor J. Davis

Management Summary

Corporate Social Responsibility (CSR) is “a balanced approach for organisations to address economic, social and environmental issues in a way that aims to benefit people, communities and society” (International Organization for Standardization, 2003). Currently most of the professional sport organisations and athletes have foundations to support social causes. It seems that CSR has become an integral part of sport organisations and its marketing programmes (Babiak & Wolfe, 2006). Sport has the unique position to influence society and communities because sport organisations, by its nature, have the potential to be far more integrated into society, in contrast to commercial business organisations (Smith & Westerbeek, 2007).

The mission of the IOC is not restricted to the organisation of the Olympic Games. The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values. Olympism is a life philosophy, which draws together sport, culture and education in the aim of creating a harmonious balance between body, will and mind. As firms use CSR to fulfil their responsibilities to society, Olympism uses sport as a tool for the creation of a peaceful society, so there is a connection between the philosophy of the Olympic Movement and CSR.

With the introduction of commercialism and professionalism in the 1980's the status of the Games increased to the greatest show on earth and commercialisation entered the Games. A paradox was born: a movement with a philosophy and ideals and on the other hand selling the television rights for millions of dollars and attracting multinationals as sponsors.

The Olympic Games will never be the Games anymore like Pierre de Coubertin initiated in 1896. But it seems that the Games are getting closer to the original than it was the case in the 1980's. Nowadays there is much more focus for organising sustainable Games by leaving a physical and Olympic legacy. The Olympic Games in London had the aim to “inspire a generation”, the reason why De Coubertin revived the Olympic Games.

As multinationals businesses and organisations, like the IOC, are more exposed to pressures from NGOs and activists than ever, it is time and important for the image of the IOC and the

Olympic Games to emphasise the awareness of CSR and its benefits among its stakeholders by adjusting the marketing and communications activities. As TOP sponsors are the heaviest users of the Olympic Brand equity it is necessary that these sponsors are co-promoters of the Olympic philosophy.

Acknowledgements

I would like to thank all people for their time and contribution to help me with this thesis.

First of all, I thank professor Toohey for her assistance and guidance with this thesis.

Additionally, I would like to thank all professors of the 3rd Master programme of the International Olympic Academy for the interesting lectures, especially professor Brownell, professor Davis and professor Séguin for their lectures in the module Olympic Marketing & Sponsoring.

Furthermore I would also like to thank Vagelis Alexandrakis, Heleen Crielaard, Florian Frank, Tim van Dooren, Koen van Haastert, Gerben van Hardeveld and Rob Meima for their time and views.

A special thanks goes to my fellow master students, thank you for our wonderful time in Olympia! Last but not least, many thanks go to the International Olympic Academy and Dean professor Georgiadis, Ευχαριστώ πολύ.

Used abbreviations

CAS
Court of Arbitration for Sport

CSR
Corporate Social Responsibility

FIFA
Fédération Internationale de Football Association

GDP
Gross Domestic Product

IF
International Federation

IOA
International Olympic Academy

IOC
International Olympic Committee

LA
Los Angeles

LOCOG
London Organising Committee Olympic Games

MDG
Millennium Development Goals

MINEPS
International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport

NGO
Non-Governmental Organisation

OBS
Olympic Broadcast Services

NOC
National Olympic Committee

OCOG
Organising Committee Olympic Games

TOP

The Olympic Partner

UEFA
Union of European Football Associations

UN
United Nations

UNESCO
United Nations Educational, Scientific and Cultural Organisation

WADA
World Anti Doping Agency

WWF
World Wildlife Fund

Table of Contents

| | |
|--|-----------|
| 1 Introduction, research, methodology, structure..... | 8 |
| 1.1 Introduction | 8 |
| 1.2 Research | 9 |
| 1.3 Methodology | 9 |
| 1.4 Structure..... | 10 |
| 2 Corporate Social Responsibility | 12 |
| 2.1 Introduction | 12 |
| 2.2 History of Corporate Social Responsibility | 14 |
| 2.3 Corporate Social Responsibility and sport | 16 |
| 2.4 Corporate Social Responsibility as a marketing tool | 17 |
| 2.5 Conclusion | 18 |
| 3 The IOC: a powerful NGO | 20 |
| 3.1 Introduction | 20 |
| 3.2 The IOC & the Olympic Movement | 21 |
| 3.3 The IOC as a powerful NGO | 22 |
| 3.4 Conclusion | 24 |
| 4 Olympic philosophy & corporate social responsibility | 26 |
| 4.1 Introduction | 26 |
| 4.2 Olympic Values | 29 |
| 4.3 IOC & Corporate Social Responsibility | 30 |
| 4.4 Connection between Olympic philosophy and corporate social responsibility? | 37 |
| 4.5 Commercialised philosophy..... | 38 |
| 4.6 Conclusion | 41 |
| 5 Olympic Marketing..... | 43 |
| 5.1 Introduction | 43 |
| 5.2 History of Olympic Marketing..... | 46 |
| 5.3 The Olympic Partner programme..... | 49 |
| 5.4 Marketing programmes IOC..... | 54 |
| 5.5 Television rights..... | 55 |
| 5.6 Olympic Marketing: Olympism as a CSR strategy ? | 57 |
| 5.7 Conclusion | 59 |
| 6 Case studies | 61 |
| 6.1 Olympic Games London 2012 | 61 |
| 6.2 FIFA World Cup 2010 | 66 |
| 6.2.1 About FIFA..... | 66 |
| 6.2.2. CSR & FIFA World Cup 2010 South Africa | 68 |
| 6.2.3. 2010 FIFA World Cup & CSR..... | 69 |
| 6.2.4 FIFA World Cup 2010 partner CSR programmes | 72 |
| 6.3 Conclusion | 75 |
| 7 Conclusion: the Future | 77 |
| 7.2 Recommendations..... | 79 |
| 7.3 Contribution & research and ideas for future research..... | 82 |
| 7.3.1 Ideas for future research | 83 |
| 8 Bibliography..... | 84 |

1 Introduction, research, methodology, structure

1.1 Introduction

Many people today do not know that the Olympic Movement is dedicated to universalist principles of peace, reconciliation, magnanimity and the betterment of the human lot; fewer still are aware of the philosophy of Olympism, what it purports, and the promise it holds; and even fewer know that arts festivals are routinely held in conjunction with the Olympic Games as the consummation of a broadranging educational ideal.

J.O. Segrave (as cited in Miah & Garcia, 2012, p.164)

As a participant at the 50th Session for Young Participants at the International Olympic Academy I was introduced to the philosophy behind the Olympic Games. I have watched the Olympic Games ever since I was a child but I had no idea about the philosophy, of course I knew the expression “taking part is more important than winning”. I was inspired by the two weeks in Olympia and started to see sports events from a different point of view.

In 2012 I had the honour to be a coordinator at the 52nd Session for Young Participants. One of the main tasks was to lead the group discussions with participants from all over the world. All the participants in my discussion group were physical education students/teachers, (former) professional athletes or representatives from sports federations, NOC or NOA. Only a few participants knew something about the Olympic philosophy, the participants were questioning why the IOC doesn't put more effort in the promotion of the philosophy.

During the Olympic Games in London questions were raised about McDonalds and Coca-Cola being TOP sponsors of the Games. Even IOC president Jacques Rogge admitted there was a "question mark" over the sponsorship of the Games by McDonald's and Coca-Cola because of the concerns about growing obesity.

In 2009 the NOC of The Netherlands launched the “Olympic Plan 2028” with the dream to host the Olympic Games of 2028 in a Dutch city. Just four years later the government, because of the crisis, cancelled the “Olympic Plan 2028”, while the media created a public opinion by stating that hosting the Games would be a “waste” of money. At the University of Amsterdam I followed a course about the Olympic Games: “Olympic Games: dream or nightmare”. Nobody ever mentioned the Olympic philosophy and the whole idea behind the Games. A host lecture, a politician from the Social Party, even argued that all the revenues

of the Games were directly going to the sponsors of the Games. Again not a word about Olympism, Olympic Solidarity or other grassroots programmes that are supported by the IOC.

Therefore it is time that the IOC really starts using the Olympic Games with the collaboration of its TOP sponsors to promote the Olympic philosophy and its CSR programmes like Olympic Solidarity. Hence my research question:

Should the IOC adopt Olympism as a CSR strategy in order to create a balance between the Olympic philosophy and the Olympic billion dollar business?

1.2 Research

Research question:

Should the IOC adopt Olympism as a CSR strategy in order to create a balance between the Olympic philosophy and the Olympic billion dollar business?

With the aim to answer the research question, this thesis answers two fundamental questions:

- Can Olympism be seen as CSR?
- Can CSR be found in the current marketing programmes of the IOC and its TOP sponsors?

1.3 Methodology

The research was a qualitative research, based on books, journals, lectures, official publications, interviews, speeches and websites (Baarda & Goede de, 2001).

The literature review in chapter 2 was used to research CSR and the relation with marketing and sport.

In chapter 3 books, information of lectures, academic articles and books were used to research the role of the IOC as an NGO and its position.

Research in chapter 4, based on official publications of the IOC, books, journals, official websites of the TOP sponsors and academic articles were used to discover connections and contradictions between CSR and Olympism.

In chapter 5 the IOC's Olympic Marketing Fact File 2012 edition was used to research the recent marketing policies and programmes of the IOC, the Olympic Movement and the Olympic Games. Official websites of the TOP sponsors were used to research the relation

between the sponsor programmes and Olympism. To get a clear point of view from “the field” marketing experts and sponsor managers from (former) Dutch NOC sponsors were asked their opinion about the marketing programme of the IOC and the role of Olympism. The following people were asked about their views and ideas on Olympic marketing and CSR: Vagelis Alexandrakis (Coordinator at the International Olympic Academy & sport executive secretary European Lotteries), Heleen Crielaard (sponsor manager Rabobank. Rabobank is a sponsor of NOC*NSF), Florian Frank (marketing at Deutscher Olympischer SportBund, German National Olympic Committee), Tim van Dooren (More2Win, this organisation offers social responsibility hospitality programmes around major sports events), Koen van Haastert (Triple Double & account manager for NOC*NSF, Triple Double is one of the leading sport marketing agencies in the Netherlands), Gerben van Hardeveld, marketing at NOC*NSF: the Netherlands Olympic Committee * the Netherlands Sports Confederations is the umbrella body for organised sports in the Netherlands), Rob Meima, (New Business Development Manager, Program Manager Innovation and Sport at DSM, DSM was a sponsor of NOC*NSF from 2000 -2012).

In chapter 6 the official websites of FIFA, IOC, LOCOG London 2012, FIFA World Cup 2010, IOC TOP sponsors and the official 2010 FIFA World Cup Partners were used to complement the theoretical exploration of CSR.

1.4 Structure

Chapter 2 provides an overview of the development of CSR and the relation to marketing and sport. The first part of this chapter gives an analysis of the history of CSR and definitions that emerged over the years. Also the relations between CSR, cause-related marketing and sport organisations are described.

Although the public attention is often drawn to the Olympic Games, the Olympic Movement with the IOC as the leading authority, is relatively unknown. Chapter 3 explains the position of the IOC as an influential NGO.

Chapter 4 focuses on information about the Olympic philosophy, the role of the IOC and the link between Olympism and CSR. To see if there is a relation between CSR and Olympism, the fundamental principles of Olympism are compared to Dahlsrud’s dimensions of CSR, as described in chapter 2. Also the relation between Olympism and commercialisation is discussed.

Chapter 5 is based on the module Olympic Marketing and Sponsoring of the IOA’s Master programme. This chapter explains the history of Olympic marketing, the Olympic marketing programme and the Olympic brand.

Chapter 6 offers two case studies of CSR in relation to the Olympic Games London 2012 and FIFA Football World Cup 2010 to see if there are any practical relations between these major sport events and CSR.

Chapter 7 is used to discuss the future of Olympism and the Olympic Games in relation to the IOC and CSR. By combining the analyses of the theoretical findings of CSR as it relates to Olympism and the case study of London 2012. Combining these outcomes with the view of experts leads to the conclusion of this thesis.

2 Corporate Social Responsibility

This chapter provides an analysis of the history of CSR and common definitions. Also the relation of CSR to Stakeholder theory is described and how CSR nowadays is used as a communications tool to build reputation and increase customer loyalty. As most of the professional sport organisations have established or adopted foundations to support social causes, the relation of sport to CSR is described.

2.1 Introduction

In the past fifty years Corporate Social Responsibility (CSR) has grown in importance to be integrated in multinational businesses as well as to sport organisations worldwide. Most professionals and researchers have stated that CSR has taken a prominent place in business, however there is a great discussion about its definition and role in organisations (Brønn & Vrioni, 2001) (Carroll & Pinkston, 1996) (Carroll & Shabana, 2010) (Dahlsrud, 2008) (Leonard & McAdam, 2003).

Articles from different perspectives showed an opposing stance of the view that “the only responsibility of business is to make profit, within the limits of the law”; firms have responsibilities to the society (Babiak & Wolfe, 2006). The thought that business has some social responsibilities beyond making profits is not a new phenomenon although CSR did not surge until the 1960s, so CSR can be seen as a product of the past half-century (Carroll & Shabana, 2010).

There are numerous definitions of CSR, Dahlsrud developed five dimensions of CSR, see figure 1, through a content analyses of existing CSR definitions (Dahlsrud, 2008).

| Dimensions | The definition is coded to the dimension if it refers to |
|------------------------------------|--|
| The environmental dimension | The natural environment |
| The social dimension | The relationship between business and society |
| The economic dimension | Socio-economic or financial aspects, including describing CSR in terms of a business operation |
| The stakeholder dimension | Stakeholders or stakeholder groups |
| The voluntariness dimension | Actions not prescribed by law |

Figure 1. The five CSR dimension (Dahlsrud, 2008).

In 1979 Carroll was one of the first scholars to define CSR, Carroll's CSR pyramid is one of the most well-known models of CSR. This pyramid, with four levels, indicates the relative importance of economic, legal, ethical and philanthropic responsibilities (Carroll & Pinkston, 1996).



Figure 2. Carroll's CSR pyramid (Carroll, 1996)

There is no single definition of CSR, for example Van Marrewijk (2003) refers CSR to company activities – voluntary by definition- demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders. Choi and Wang (2007) argue that CSR actions can be the direct result of top managers' goodwill and integrity values. These values also bring other benefits to the organisation: they facilitate building trusting relationships with stakeholders and therefore corporate financial performance. Brønn & Vrioni (2001) see CSR primarily as public relations or marketing function, this is commonly known as cause- related marketing.

According to the International Organisation for Standardisation (2004), CSR is "a balanced approach for organisations to address economic, social and environmental issues in a way that aims to benefit people, communities and society".

Leonard & McAdam (2003) argue that CSR includes issues as human rights, workplace and employee issues, unfair business practices, organisational governance, environmental aspects, marketplace and consumer issues, community involvement and social development. Wood states that the basic idea of CSR is that business and society are interwoven rather than distinct entities (Moir, 2001).

2.2 History of Corporate Social Responsibility

Corporate Social Responsibility was initiated by wealthy businessmen, in the beginning of the 20th century in the United States, these individuals believed that firms should not only be concerned with profit-making but also with social issues. The growing size and power of firms led to anti-trust legislation, which created two principles that can be seen as the roots of social responsibility: the charity principle and the steward principle (Kolk & Tulder Van, 2002).

Charity principle: fortunate people within society should take care of the less fortunate.

Steward principle: professional managers have been placed in the position of public trust and expected to act with a certain degree of social responsibility when making business decisions.

(Kolk & Tulder Van, 2002)

Due to the Great Depression and the Second World War the attention for social responsibility diminished. Stakeholder Theory influenced the revival of social responsibility. (See page 15)

In the 1960s CSR developed quickly by a changing social environment. The attention for CSR has been the result of social movements, with actions of pressure groups, critical consumer groups, activists and non-governmental organisations especially in the United States. These social movements included civil rights, women's rights, consumers' rights and the environmental movements (Carroll & Shabana, 2010).

Since the early 1990s, the interest and attention for CSR has started to grow considerably because of globalisation and liberalisation. National governments can no longer fully control and monitor multinational businesses and critics complain that there is little international regulation. Therefore, civil regulations can be seen as an effort to fill this gap. Growing interest in making global capitalism more humane might be the most visible link between globalisation and the rise of CSR. Not only the multinational businesses have profited from globalisation, many NGOs have as well. NGOs can now use social media to threaten companies with boycotts, demonstrations and the so-called "naming and shaming" to force them to change policies. Those multinational businesses are more exposed to pressures

from NGOs and activists than ever (Vogel, 2005). As a result, the last ten years sustainable development became an integral part of all CSR discussions (Carroll & Shabana, 2010). CSR has become very important for the reputation aspect, as reputations reflects businesses relative success in fulfilling the expectations of multiple stakeholders (Brønn & Vrioni, 2001).

Stakeholder theory

Stakeholder Theory is used by organisations as a basis to analyse those groups to whom they should be responsible (Moir, 2001). According to Freeman (1984), a stakeholder is “any group or individual who can affect or is affected by the achievement of organisation’s objectives”. See figure 3 for Freemans most recent Stakeholder model (Fassin, 2009).

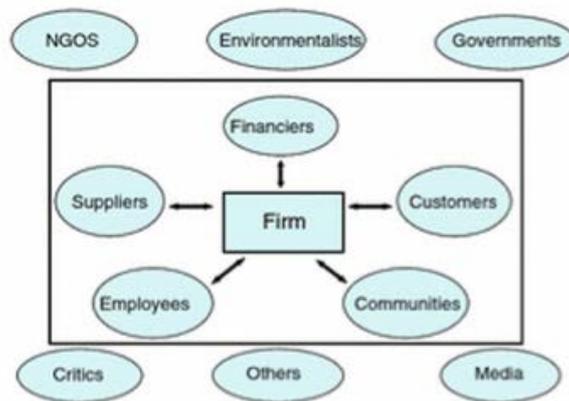


Figure 3. Adapted Version of Freemans Stakeholder model. (Fassin, 2009)

Carroll (1993) made a distinction between primary stakeholders and secondary stakeholders. Primary stakeholders have a formal, official, or contractual relationship with the firm. Clarkson (1995) described the secondary stakeholders as “those who influence or affect, or are influenced or affected by the corporation, but they are not engaged in transactions with the corporation and are not essential for its survival”.

According to Jamal (2008) Stakeholder theory created a new way to organise thinking about social responsibilities, it turned attention to considerations beyond direct profit maximisation: “as the needs of shareholders cannot be met without satisfying to some degree the needs of other stakeholders”.

According to Nufer and Buhler (2011) professional sport organisations have similar types of stakeholders; even though they differ in size and importance, every sport organisation has

to deal with the unique characteristics of sport business. The various stakeholders of sport organisations can be divided into two groups: primary customers and secondary customers. Fans, sponsors and the media are seen as primary customers, as they pay sport organisations in order to get something in return. The other group of stakeholders, secondary customers, usually don't pay the sport organisations. However sport organisations have to treat their stakeholders like customers to achieve a positive relationship, which benefits both parties. Therefore all stakeholders can be viewed as secondary customers of professional sporting organisations. (Nufer & Bühler , 2011) Figure 4 provides an overview of the various stakeholders of a professional sporting organisation.



Figure 4. Professional sport organisations and their main stakeholders. (Nufer & Bühler , 2011)

Organisers of major sport events, like the Olympic Games, deal with a key set of stakeholder groups. The internal stakeholder group includes staff and volunteers. The external stakeholder group is a various group of stakeholders: various levels of government, media, community (residents, community groups, school and activists), local business, tourism organisations, national and international sponsors, sport federations, consultants, NGO agencies. (Parent and Deephouse (2007) as cited in Parent & Smiths-Swan, 2013)

2.3 Corporate Social Responsibility and sport

Currently many professional sport organisations and athletes have foundations to support social causes. For example FC Barcelona has its own FC Barcelona Foundation (<http://foundation.fcbarcelona.com>) and tennis player Rafael Nadal helps socially

discriminated children and teenagers with his Rafa Nadal Foundation (<http://fundacionrafanadal.org/>). It seems that CSR has become a part of sport organisations and even local amateur sports clubs link their tournaments and competitions to charity. According to Smith and Westerbeek (2007) the mobilisation of sport as a vehicle for contributing to corporate efforts toward social responsibility is an opportunity for both the organisations in charge of sport and those that seek to use sport in their efforts to make contributions to communities. Sport has the unique position to influence society and communities because sport organisations, by their nature, have the potential to be far more integrated into society, in contrast to commercial business organisations. The connection with society is just one of the advantages that sport organisations have compared to business organisations. Smith and Westerbeek (2007) suggest seven unique features how sport can relate to corporate social responsibility:

1. Mass Media distribution and communication power
2. Youth appeal
3. Positive health impacts
4. Social interaction
5. Sustainability awareness
6. Cultural understanding and integration
7. Immediate gratification benefits

By communicating meaningful messages to the public or by partnering with humanitarian organisation, sport organisations can use their events and celebrity athletes to educate and inform (Lau, 2004).

2.4 Corporate Social Responsibility as a marketing tool

The American Marketing Association defines marketing as (2008):

“the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

Marketing is about developing, building and sustaining a positive reputation for the entity being marketed in the hopes that others will find the entity compelling enough to get support from profitable and loyal customers (Davis J. A., 2008).

Companies use CSR in their marketing communication activities, known as cause-related marketing (CRM). Cause-related marketing is a communications tool for increasing customer loyalty and building reputation (Brønn & Vrioni, 2001). Mullen (1997) (as cited in Brønn & Vrioni, 2001) defined CRM as the process of formulating and implementing marketing activities that are characterised by contributing a specific amount to a designated non-profit effort that, in turn, causes customers to engage in revenue-providing exchanges. Duncan & Moriarty (1997)(as cited in (Brønn & Vrioni, 2001) state that the link or association with a non-profit organisation can generate positive media coverage, build a reputation of compassion and caring for a company, enhance its integrity, enhance employees' motivation and productivity and consumers' preferences. According to Deming, (as cited as in Leonard & McAdam, 2003) the organisation and its reward and recognition system must promote organisational values and not create contradiction. This can result in a culture of trust and openness both inside and outside the organisation, ultimately improving corporate reputation.

Contradictions can lead to scepticism by consumers, Szyckman (as cited in (Brønn & Vrioni, 2001) argues that knowledge has a negative effect on scepticism. Therefore it is important to emphasise the awareness of CSR and its benefits among consumers/customers by adjusting the marketing and communications activities.

2.5 Conclusion

CSR is an approach for organisations to address economic, social and environmental issues in a ways that aims to benefit people, communities and society. Wealthy businessmen initiated CSR, in the beginning of the 20th century in the United States. The growing size and power of firms led to anti-trust legislation can be seen as the roots of social responsibility. In the 1960s CSR developed quickly by a changing social environment and Stakeholder theory created a new way to organise thinking about social responsibilities. Since the early 1990s, the interest and attention for CSR has started to grow considerably because of globalisation and liberalisation. New stakeholders and national legislations have new expectations on business and the balance between the social, environmental and economic impacts in decision making. Because of these new expectations companies starting using CSR in their

marketing communication activities, known as cause-related marketing (CRM). Cause-related marketing is a communication tool for increasing customer loyalty and building reputation. However the message must match with the organisational values, otherwise it will create contradictions that can lead to scepticism by the stakeholders.

As sport has the unique position to influence society and communities because sport organisations, by their nature, have the potential to be far more integrated into society, in contrast to commercial business organisations, many professional sport organisations and athletes have foundations to support social causes. Commercial business and humanitarian organisations recognised the power of sport in relation to CSR, therefore sport organisations and athletes are seen as the ideal “communicators” to communicate meaningful CSR messages and to influence, inform and educate society and communities about relevant social issues.

3 The IOC: a powerful NGO

The International Olympic Committee (IOC) is a non-governmental organisation (NGO). In this chapter the role of NGOs is described, as well as the position of the IOC as a NGO to answer the question why the IOC has a powerful position in international politics compared to the positions of other NGOs.

3.1 Introduction

The term “non governmental organisation” (NGO) was created by the UN, when the UN Charter was adopted in 1945 and Article 71 stipulated that NGOs could be accredited to the UN for consulting purposes (Martens, 2002).

According to Martens (2002) NGOs are formal (professionalised), independent, societal organisations whose primary aim is to promote common goals at national or international level. Willets (2006) (as cited in Arts, Lesage, Bruyninckx, & Scheerder, 2013) mentions three key features for a NGO: a) value-driven, b) independent from governmental control, and c) non- profit making. Mitlin et al. (2005, 1) describe NGOs as:

NGOs exist as alternatives. In being “not governmental” they constitute vehicles for people to participate in development and social change in ways that would not be possible through government programmes. In being “not governmental” they constitute a “space” in which it is possible to think about development and social change in ways that would not be likely through government programmes. In being “nongovernments” they constitute instruments for turning these alternative thoughts, and alternative forms of participation into alternative practices and hard outcomes.

The end of the Cold War has decreased the emphasis on conventional inter-state diplomacy, and increased the emphasis on public diplomacy and soft power (Brownell, Soft Power, 2012). During the 1990s, the number of NGOs increased from 6,000 to 26,000. The NGOs claim to act as a global conscience by representing the global public interest beyond the individual states. NGOs have come to be recognised actors in roles of development, emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research and information provision (Lewis & Kanji, 2009).

The power and influence of International Non-Government Organisations (INGOs) have also increased; the INGOs operate around the world, are privately funded and act independent (Skinner & Toohey, 2010).

3.2 The IOC & the Olympic Movement

The IOC defines itself as an International Non-Governmental (INGO) non-profit organisation, of unlimited duration, in the form of an association with the status of a legal person (International Olympic Committee, 2012). The Swiss Federal Council has recognised this status in 1981.

The International Olympic Committee is the supreme authority of the Olympic Movement (International Olympic Academy). The IOC acts as a catalyst as a collaboration between all parties of the Olympic family, from the National Olympic Committees, the International Sports Federations, the Organising Committees for the Olympic Games, the athletes, The Olympic Program partners, broadcast partners and UN agencies. On this basis the IOC ensures the regular celebration of the Olympic Games and the promotion of the Olympic Values.

The “classical” Olympic Movement can be divided into five types of stakeholders, with the IOC as the central actor as it recognises the other four actors and partially finances them: 1) Organising Committees of the Olympic Games, 2) International Sports Federations, 3) National Olympic Committees, 4) National Sports Federations.

The Organising Committees of the Olympic Games is created by the NOC of the host country and public authorities. The OCOG has close relations with local, regional and national governments. (Chappelet & Kübler-Mabbot, 2008)

International Sports Federations (ISF) governs their sports and disciplines on a worldwide level. Not every ISF is recognised by the IOC, only IOC recognised ISF receive revenues of the Olympic Games broadcasting and marketing rights.

National Olympic Committees are the territorial representatives of the IOC. Each NOCs mission is to develop, promote and protect the Olympic Movement in their countries and to select athletes for the Olympic Games (International Olympic Committee, 2011).

In 2013 there were 204 NOCs over five continents (International Olympic Committee).

National Sport Federations represent clubs and athletes and can be recognised by its International Federation.

As the IOC has the capacity to bring together groups, associations, organisations and individuals from different countries who are non-state actors on the world stage with their interactions giving rise to transnational relations (Skinner & Toohey, 2010), the number of stakeholders increased as well, namely governments and inter-governmental organisations, multinationals as sponsors, NOC sponsors and leagues of professional teams/athletes (Chappelet & Kübler-Mabbot, 2008). These nine actors form the Olympic system (figure 5).

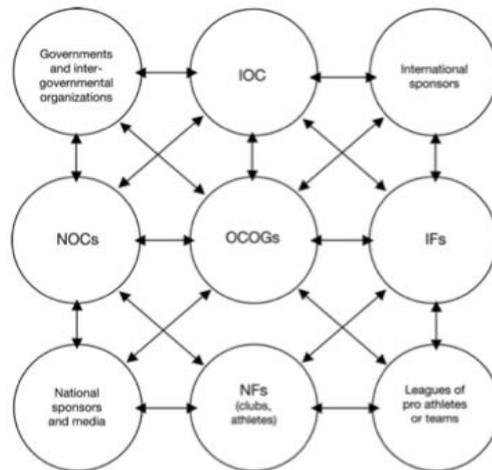


Figure 5. The Olympic System. (Chappelet & Kübler-Mabbot, 2008)

3.3 The IOC as a powerful NGO

The International Olympic Committee positions itself as an organisation which transcends sport because it has a philosophy and promotes itself as tool for peace and human rights, a role rarely associated with a sport organisation. So for the credibility and positive public relations for the IOC it is important to be seen as a honest organisation, operating by its values, the spirit of Olympism transparent and reproach the values and spirit in its business (Skinner & Toohey, 2010).

The image of the Games and the IOC is created due to soft power: co-option and attraction. The end of the Cold War has decreased the emphasis on conventional inter-state diplomacy and increased the emphasis on public diplomacy and soft power in the communication strategy of the IOC and the Olympic Movement in general (Brownell, 2012).

Brownell (2012) says that there are three modes of Olympic communication: diplomatic communication, mass mediated communication and intellectual communication. Diplomatic

communication, also known as silent diplomacy, is done in secret so it is not transparent to the media.

With the emerge of the Cold War and the independence of former European Colonies the IOC was internationally recognised and became a genuine NGO approached by nations. Since the 1960s the IOC has been confronted by public authorities and juridical orders. In the 70s the IOC was affected by governments when Olympic Games of 1972 and 1976 were threatened by boycotts of the Supreme Council for Sport in Africa due to the apartheid. (Chappelet & Kübler-Mabbot, 2008)

In the late 1990s drug-related scandals began to increase dramatically in elite sport. In 1999 the IOC lost the support of the public in its supposed fight against drugs in sport (Teetzal, 2004). The IOC realised that it had to take actions to restore their image and to satisfy the pressing public outcry that demanded for a more credible and accountable elite sport, therefore the IOC established the World Anti Doping Agency in 1999. According to WADA its key activities include scientific research, education, development of anti-doping capacities and monitoring of the World Anti-Doping Code, the document that harmonised anti-doping policies in all sports and countries (World Anti-Doping Agency, 2011). WADA works towards a doping-free sports world.

The IOC also played a significant role by the creation of the first sports regulator: the Court of Arbitration for Sport (CAS). CAS was established by the IOC in 1983 and reformed in 1993 when the CAS became entirely independent, by creating a new administration and financing body, the International Council of Arbitration for Sport (ICAS), and adopting a new judgement structure (International Olympic Committee). The reason to establish CAS was to give sport organisations the possibility of avoiding appeal processes before state court as these courts were not always well versed in issues relating to sports (Chappelet & Kübler-Mabbot, 2008). CAS also offers flexible, quick and inexpensive procedure compered to state courts (Court of Arbitration for Sport).

The power and influence of the Olympic Movement goes beyond sport. Some argue that the IOC has attained the status of a quasi-governmental body (Townley as cited in Giannoulakis, Stotlar, & Chatziefstathiou, 2008).

The IOC tries to take responsibility for its impact on the environment, consumers, employees, communities, stakeholders and all other members of the public who may be impacted. The IOC is being treated like a government by NGOs and the IOC is reacting like one (Brownell, 2012). The relation with the UN and Agenda 21 can be seen as efforts of the

IOC to respond to NGOs. In 1992 the UN Conference on Environment and Development the plan Agenda 21 was launched. Agenda 21 was a plan of action for the introduction of sustainable development in the 21st century. In 1999 the Olympic Movement adopted its own Agenda 21, *Agenda 21: Sport for Sustainable Development*. Agenda 21 included a set of recommendations for sustainable development throughout the world of sport including key aspects of social responsibility. (International Olympic Committee, n.d.) Lenskyj argues that Agenda 21 provides an adequate template for the IOC to embark a serious campaign to promote sustainable development: economic, social, politics land environmental concerns. But at the same time Lenskyj is sceptic about Agenda 21 as it is not a binding instrument and the multinational corporate sponsors “*would not be well-served by any requirement that, to their eyes, smacked of socialism or even one that took social responsibility seriously*” (Lenskyj, 2008, 152). A respond like Agenda 21 and the relationship with the U.N. explains the powerful position of the IOC in international politics compared to the positions of other NGOs.

According to Brownell (as cited in Arts, Lesage, Bruyninckx, & Scheerder, 2013), the IOC is adapting to a new world order that requires new levels of public accountability and social responsibility.

3.4 Conclusion

The International Olympic Committee is the supreme authority of the Olympic Movement (International Olympic Academy). The IOC acts as a catalyst for collaboration between all parties of the Olympic family, from the National Olympic Committees to UN agencies. The International Olympic Committee (IOC) is a non-governmental organisation (NGO). NGOs claim to act as a global conscience by representing the global public interest beyond the individual states. NGOs have come to be recognised actors in roles of development, emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research and information provision. The power and influence of the Olympic Movement goes beyond sport as the IOC has the capacity to bring together groups, associations, organisations and individuals from different countries who are non-state actors on the world stage with their interactions giving rise to transnational relations. Therefore the IOC can count governments, inter-governmental organisations, NGOs and multinationals as their stakeholders. These stakeholders, especially NGOs, push the IOC to take responsibility for its impact on the environment, consumers, employees, communities, stakeholders and all other members of the public who may be

impacted. The relationship with the UN and Agenda 21 can be seen as efforts of the IOC to respond to NGOs. The significant role of the IOC by the creation of the Court of Arbitration and the World Anti Doping Agency confirms again that the IOC is a powerful NGO and that the influence of the IOC goes beyond sport.

4 Olympic philosophy & corporate social responsibility

Chapter 3 gives an overview about Olympism and the Olympic values. As the IOC is engaged to promote sport for all, peace, education, equality, development, health care and environment through sport, IOC's actions and programmes related to these topics are described. To see if there is a relation between CSR and Olympism, the fundamental principles of Olympism are compared to Dahlsrud's dimensions of CSR.

4.1 Introduction

Olympism is a life philosophy, which draws together sport, culture and education in the aim of creating a harmonious balance between body, will and mind.

(The Olympic Museum, 2007).

The revival of the modern Olympic Games began in 1894 by the establishment of the International Olympic Committee, initiated by Frenchman, Baron Pierre de Coubertin. De Coubertin was not the first person who took the initiative for the revival of the Games, Georgiadis (2003) mentions, besides De Coubertin another four main founders: Panagiotis Soutsos, Evangelos Zappas, William Penny Brooks and the first IOC president Demetrios Vikelas.

De Coubertin saw sport as an example of democratic behaviour (Georgiadis, 2003). In De Coubertin's view, sport was capable of being a model for the development of democratic principles and democratic citizen awareness. The Frenchman was inspired by the British education system and therefore travelled to England in 1883 to take a closer look at the British educational system and British physical education. De Coubertin visited a large number of public schools and Roman Catholic schools in England, Ireland and the Universities of Oxford and Cambridge. With all this information the Frenchman wanted to propose changes in the French educational system. In 1890 De Coubertin went to see the Wenlock Games, organised by William Penny Brookes. De Coubertin and Brookes discussed the organisation of the National Games in England and the International Games in Athens. In 1892 De Coubertin for the first time voiced his idea in public of bringing back the Olympic Games. His traveling and experience had led him to the idea to internationalise sport. De Coubertin wanted to create an international movement that combined sport with education as a model for peace and respect. Olympism can be seen as a product of many different

influences, trends and the aim of Coubertin to reform the French education system (Muller, 2000)

Parry (2006) states that the concept of Olympism will find different expressions in time, place, history and geography. There are different “conceptions” of Olympism. He describes Olympism as a social philosophy that emphasises the role of sport in global culture, international understanding, peaceful coexistence, and social and moral education. According to Loland (1995), Olympism has four main goals: 1) cultivation of the individual through sport and if sport can cultivate the individual, it can cultivate the 2) relation between men in society. If sport can develop the individual and society, it should have a cultivating potential to 3) promote international understanding and peace. The fourth main goal is to worship human greatness and possibility.

Olympism and the Olympic Movement also have been criticised (Lenskyj, 2008) (Martin, 1996), especially in the 1990s when corporate scandals involving the International Olympic Committee took place. These scandals involved bribery, pandering, ecological decimation, supporting and honouring viciously repressive governments and a spirit of elitism permeated the image of the IOC (Kirkwood, 2004).

Despite the criticism of Olympism, Chatziefstathiou (2005, 380) argues:

Olympism is not a vacuous philosophy and not because its values still remain necessary ingredients of a successful marketing strategy for the sake of the Olympic business. Notwithstanding its inherent contradictions and paradoxes, its humanist ideals have still much to offer in the global cultural space of the Olympic Movement including the Olympics, one of the biggest mega events of modern times, which may still have the potential to act as a forum for alternative worldviews and epistemologies.

The fundamental principles of Olympism are included in the Olympic Charter, the codification of the Fundamental Principles of Olympism, rules and bye-laws set by the International Olympic Committee (2011). The fundamental principles of Olympism:

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good

example, social responsibility and respect for universal fundamental ethical principles.

2. The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.

3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.

4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.

5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.

6. Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement.

7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

(International Olympic Committee, 2011, 10)

This quotation in the Olympic Charter makes the Olympic Games an unique sporting event because there are no other sport events that promote a philosophy or publish manifestoes

(Toohey & Veal, 2007). Because of the emphasis on its philosophy the Olympic Games are closer related to other non-sports-focused international movements (Miah & Garcia, 2012).

The mission of the IOC is not restricted to the organisation of the Olympic Games. The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values (International Olympic Committee, 2011). Many IOC programmes reflect the values of friendship, respect, equality between men and women, promotion peace and education and culture through sport.

4.2 Olympic Values

Olympism was created according to the following Olympic values of Pierre de Coubertin: religious commitment, harmony of body and mind, elitism and equality of chances, “Citius – Altius – Fortius”, sportsmanship, equality, peace, internationalism/patriotism, unity of different sports, amateurism, a modern and ancient ingredients synthesis. (Georgiadis, 2011)

It can be said that the Olympic Values are contemporary because the values have changed during the years, although they all derive from the Olympic Games. The Olympic values are different from the values in Ancient times and even differ from the revival of the Games, just over a hundred years ago. De Coubertin’s value “amateurism” is not even relevant anymore because (almost) all the athletes at the Olympic Games nowadays are professionals.

The International Olympic Committee, which are charged with the promotion of the Olympic values, recently placed the values in a modern concept of three values: respect, friendship and excellence. Respect stands for fair play, the fight against doping or other unethical behaviour. One of the goals of the Olympic Games is to inspire people to make friends and to look further than their racial, gender, cultural or religious differences. Excellence is a behaviour and a state of mind for a healthy combination of a strong body, will and mind. It is about making personal progress instead of just winning (Salaheldeen , 2009).

The International Olympic Committee's Olympic Education toolkit has defined five educational values (International Olympic Committee, 2007):

- Joy of effort
- Fair Play
- Respect for others
- Pursuit of excellence
- Balance between body, will and mind

These values come from the fundamental principles of the Olympic Charter and have been defined for educational purposes.

4.3 IOC & Corporate Social Responsibility

"As a values-based sports organisation, we can't change the world on our own. But we can - and we do - help to make it a better place,"

Jacques Rogge, IOC President (International Olympic Committee, 2013, 1).

Based on the philosophy of Olympism, the IOC is engaged to promote sport for all, peace, education, equality, development, health care and environment through sport.

The IOC's Department of International Cooperation and Development works towards international cooperation and the reinforcement of dialogue between organisations involved in sports management on national level and world level, especially in the Olympic Movement, governments and international organisations. This Department is also responsible for the promotion of Olympism and the Olympic Values through Olympic education (The Association of Summer Olympic International Federations, 2012).

The IOC has a variety of cooperation agreements with partners, including UN agencies, and other international governmental and non-governmental institutions on projects where sport is used as a tool for development. The IOC's CSR programmes, projects and agreements occurred from the principles of Olympism and the effort to take responsibility towards social and environmental issues.

Although the IOC doesn't explicitly states that it has CSR activities, the IOC has six main spheres that could be associated to CSR: Sport for all, Development through sport, Education through sport, Women and sport, Peace through sport, and Environment and sport (Salcines, Babiak, & Walters, 2013).

Below the social responsibility programmes, projects and agreements of the IOC are described.

IOC & United Nations

The IOC and the UN have established close working relations in the past decades. Both organisations share the ideals of a peaceful society. The relation and agreements between the IOC and the United Nations shows the efforts of the IOC to use sport as a tool for social development and contribute to a better society, a CSR dimension.

The UN was established in 1945. Just two years later, in 1947, there was a movement by the IOC and the UN to create working relations. However it was only in 1976 this relationship started to flourish when IOC president Lord Killanin addressed Ministers and Bureaucrats who were in charge of Physical Education and Sports programs from around the world (Edwards & Skinner, 2006).

The International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS) was created to facilitate intellectual and technical exchange in the field of physical education and sport and as an institutional mechanism to articulate a coherent international strategy in this domain (UNESCO). The Conference engages governments, organisations from the UN and the Olympic Movement. MINEPS recommendations have helped to strengthen the educational, cultural and social dimensions of physical education and sport. The political boycotts of Moscow (1980) and Los Angeles (1984) made IOC's new president, Samaranch, realise the need of working relations with governments and the UN in order to provide political support and to protect the IOC from world politics and boycotts (Edwards & Skinner, 2006).

In 2002 the IOC signed an agreement with United Nations Educational, Scientific and Cultural Organisation (UNESCO), the World Health Organisation, the United Nations System and IOC's Department on International Cooperation. In 2005 the International Year of Sport and Physical Education provided a great opportunity to get worldwide attention on the importance of sport and how sport and physical education programmes can be used as a tool to solve conflicts and help to achieve the Millennium Development Goals (Lemke, 2010).

The IOC cooperates with various UN agencies, programmes and funds to develop and implement initiatives using sport as a tool for development and peace. In 2000 the UN introduced eight Millennium Development Goals (MDGs). These eight MDGs aim to eradicate or reduce poverty, hunger, child mortality and disease, and to promote education, maternal health, gender equality, environmental, sustainability and global partnership, all by the target date of 2015 (United Nations, n.d.). The UN have recognised sport as a tool to achieve the MDGs because sport is a universal language, a relatively cost-efficient tool and because sport carries many intrinsic positive values (Lemke, 2010). In 2010 the IOC adopted the MDGs, since the Olympic Movement's development goals and the MDG's largely match, and developed a partnership with the UN in the fields of youth, gender equality, education, health, environmental sustainability and combating HIV/AIDS (International Olympic Committee, 2010).

The latest commitment between the IOC and UN was the establishment of the International Day of Sport for Development and Peace, to celebrate the opening of the first modern Olympic Games in Athens by UN members and other stakeholders. By creating this day the UN General Assembly recalls the IOC's role in promoting sport and access to sport. (International Olympic Committee, 2013)

Olympic Truce

Olympic Truce is a part of the IOC's CSR programme because it unites the members of the United Nations and contributes to a better world.

According to Müller (2004), apart from fair play, the Olympic value that gets the most attention is the idea of peace. The connection between the Olympic Games and peace dates from the Ancient Olympic Games and can be found in the Greek term "Ekecheiria" (Torres, 2003). Wars did not stop because of this truce but the "Ekecheiria" guaranteed the security of the athletes, their families, artist and all spectators during their trip to Olympia, during the Games and the returning trip.

The Olympic Games brings countries and athletes from all over the world together despite their, race, cultural background, religion or political view. In 1993 the IOC accomplished one of their greatest achievements in history: the IOC renewed the tradition of Olympic Truce by calling upon all members of the UN to observe truce (United Nations, 2008). Through a resolution the General Assembly urged the members states to observe the Olympic Truce from the seventh day before the opening to the seventh day following the closing of each

Olympic Games, the resolution was unanimously adopted in 1993. This resolution was renewed in the Millennium Declaration. Sport has been recognised by the UN as a tool in peace-building efforts.

4.3.3 Agenda 21

Agenda 21 covers the social, environmental and stakeholders CSR dimensions, this plan included a set of recommendations for sustainable development throughout the world of sport including key aspects of social responsibility.

4.3.4. Olympic Solidarity

Olympic Solidarity touches the economic dimension of CSR, this programme contributes to economic development of Continental Associations and NOCS. Olympic Solidarity is the organ responsible for administering and managing the NOCs' share of the television rights from the broadcasting of the Olympic Games. (International Olympic Committee, 2006).

History

Count Jean de Beaumont established the Committee for International Olympic Aid in 1962, approved by the Session of the IOC. The Committee for International Olympic Aid was created to support Asian and African countries that had just obtained their independence. In 1969 the Permanent Assembly of the NOCs approved the creation of the International Institute for the Development of NOCs. The aim for this creation was the need to introduce a principle of solidarity in the relations between the NOCs. In 1971 Olympic Solidarity was established, when the IOC and the NOCs agreed to merge the Committee for International Olympic Aid and the International Institute for Development.

In the 1970s efforts were pursued to support the NOCs most in need. Due to the lack of financial resources and the establishment of 50 new Olympic Committees (with very few resources) the progress interfered to support those NOCs.

In 1979 the Association of National Olympic Committees (ANOC) was founded. At the constituent Assembly of ANOC, a working group was created with the aim to request the IOC to give ANOC 20% of the television rights so NOCs could cover their administrative duties and activities. At the Olympic Congress in 1981 in Baden-Baden, former IOC president Juan-

Antonio Samaranch, introduced the Olympic Solidarity Commission to better respond to the needs and interest of the NOCs. (International Olympic Committee, 2006).

The current aims and purposes of Olympic Solidarity are defined in the Olympic Charter:

The aim of Olympic Solidarity is to organise assistance to NOCs, in particular those which have the greatest need of it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary.

The objectives of the programmes adopted by Olympic Solidarity are to contribute:

- 1. to promote the Fundamental Principles of Olympism;*
- 2. to assist the NOCs in the preparation of their athletes and teams for their participation in the Olympic Games;*
- 3. to develop the technical sports knowledge of athletes and coaches;*
- 4. to improve the technical level of athletes and coaches in cooperation with NOCs and IFs, including through scholarships;*
- 5. to train sports administrators;*
- 6. to collaborate with organisations and entities pursuing such objectives, particularly through Olympic education and the propagation of sport;*
- 7. to create, where needed, simple, functional and economical sports facilities in cooperation with national or international bodies;*
- 8. to support the organisation of competitions at national, regional and continental level under the authority or patronage of the NOCs and to assist the NOCs in the organisation, preparation and participation of their delegations in regional and continental Games;*
- 9. to encourage joint bilateral or multilateral cooperation programmes among NOCs;*
- 10. to urge governments and international organisations to include sport in official development assistance.*

Such programmes are administered by the Olympic Solidarity Commission

(International Olympic Committee, 2011, 18)

Programmes

Since 1985 the Olympic Solidarity Commission (OSC) has administrative independence. The television rights revenues were no longer a subsidy but an income. Because of the increasing television rights revenues the OSC was able to create major programmes to assist NOCs. As stated in the Olympic Charter, Olympic Solidarity offers NOCs financial, technical and administrative assistance by the following programmes:

- World Programmes: covers and reinforce all areas of sports development.
- Continental Programmes: for the specific needs of the five continents.
- Olympic Games Subsidies: range of programmes, which financial support the NOCs before, during and after the Games.

(Olympic Solidarity, 2009)



Figure 6. Coordination Olympic Solidarity. (Olympic Solidarity, 2009).

The Olympic Solidarity programmes are quadrennial. The 2009 – 2012 quadrennial plan counted nineteen programmes and covered four areas in sport development:

Athletes

- Olympic Scholarships for Athletes “Vancouver 2010”
- Olympic Scholarships for Athletes “London 2012”
- Team Support Grants
- Continental and Regional Games – Athlete Preparation
- Youth Olympic Games – Athlete Preparation

Coaches

- Technical Courses for Coaches

- Olympic Scholarships for Coaches
- Development of National Sports Structure

NOC Management

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchange and Regional Forums

Promotion of Olympic Values

- Sports Medicine
- Sport and the Environment
- Women and Sport
- Sport for All
- International Olympic Academy
- Culture and Education
- NOC Legacy

(Olympic Solidarity, 2009)

4.3.5. Legacy

According to the Olympic Charter, the IOC has the role to promote a positive legacy from the Olympic Games to the host cities and host countries. As legacy is touching all the CSR dimensions, it explains the efforts of the IOC and the OCOGs to prior legacy as an important strategy to organise and host the Olympic Games.

Clark describes legacy as the post benefits of an event, including benefits for local development. According to Hiller legacy is a multidimensional phenomenon that plays an important role in all phases related to the management of the Olympic Games: bidding, preparing for the event, staging the event and having a plan for the post-event phase. (Kaplanidou & Karadakis, 2010) There are two kinds of legacy: physical legacy and Olympic legacy. Physical legacy can be found in almost every Olympic City like stadiums, buildings, monuments, galleries, museums, street names, souvenirs and other memorabilia (Cashman,

1998). Olympic legacy is harder to trace because it exist in the memories and stores of the citizens of the host city. According to Mangan & Dyreson (2009) Olympic legacies cover commonly recognised aspects, like urban planning and sport infrastructure, to less recognised intangible legacies like city marketing, community building, business opportunities and the improvement of public welfare. These positive outcomes are contradictive to the negative outcomes like the debts of the Olympic Games in Montreal in 1976 and the loss of tourists, the avoiders, that stayed away because of the Games. Thomson, Leopkey, Schlenker, & Schulenkorf argue that legacy now is seen as an imperative part of the bidding phase with special emphasis on the social benefits to the community. Legacy has turned into an important justification for the investments in the Olympic Games with public money. For large-scale public events, like the Olympic Games, the issue of legacy has become central to the decision to host or create them.

4.4 Connection between Olympic philosophy and corporate social responsibility?

Where CSR goes beyond “the only responsibility of business is to make profit, within the limits of the law” and firms believe they have responsibilities to the society, Olympism uses sport as a tool for the creation of a harmonious balance between body, will and mind and a peaceful society. CSR is similar to Olympism in how it has been interpreted in varying ways over time, and cannot succeed if it is not mobilised in a way that is sensitive to its wider social context (Kerr, Silva, & Bretherton , 2012).

Besides the IOC’s programmes, projects and agreements in relation to CSR, a connection between the philosophy of the Olympic Movement and CSR can also be found when comparing Dahlrud’s CSR dimensions and the Olympic Charter:

The Environmental dimension

To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly.

The Social dimension

The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.

The Economic dimension

The aim of Olympic Solidarity is to organise assistance to NOCs, in particular those which have the greatest need of it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary.

The Stakeholder dimension

In order to develop and promote the Olympic Movement, the IOC may recognise as IFs international non-governmental organisations administering one or several sports at world level and encompassing organisations administering such sports at national level.

The IOC has a variety of cooperation agreements with partners, including UN agencies, and other international governmental and non-governmental institutions on projects where sport is used as a tool for development.

The Voluntariness dimension

The International Olympic Committee is a non-governmental organisation. The mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement.

The IOC is a value driven organisation, as the principles of Olympism are included in the Olympic Charter.

Olympic Charter (International Olympic Committee, 2011) & *CSR dimensions of Dahlsrud's* (2008)

4.5 Commercialised philosophy

"Without the support of the business community, without its technology, expertise, people, services, products, telecommunications, its financing - the Olympic Games could not and cannot happen. Without this support, the athletes cannot compete and achieve their very best in the world's best sporting event."

IOC president Jacques Rogge (International Olympic Committee, n.d.)

The Olympic Games were in dire trouble after the Games of 1968, 1972 and 1976. Only 10 days before the Opening Ceremony of the Games in 1968, more than 25 people were killed in students' riots in Mexico City. In 1972, during the Munich Games, the biggest tragedy in the history of the Olympic Games happened. Athletes of the Israeli team were taken hostage and killed by the Palestinian terrorist group Black September. The Games in 1976 are considered as the worst example of Olympic budgetary. After the 1976 Summer Games, Montreal wound up with a deficit of \$2.5 billion; the debts were finally paid off in 2006. (CBC News, 2006) As a result of this financial disaster, Los Angeles was the only bidder for the Olympic Games of 1984. The Los Angeles Olympic Organising Committee (LAOOC) and the United States Olympic Committee, instead of being financed by the government, financed the LA Games. The LA Games therefore are known as the first privately organised and financed Olympic Games. The LAOOC revenues covered the overall costs and there even was a surplus of \$360,6 million. This surplus was distributed amongst the USOC, the Amateur Athletic Foundation and towards the support of national institutions of Olympic sports. Because of the LA Games, the Olympic Movement started to receive high revenues from selling Olympic rights to television networks and sponsors. (Preuss, 2004).

In LA 1984 everything was for sale, including the privilege to carry the Olympic Torch for \$3,000 per kilometre. The IOC was sceptic about this idea but Ueberroth, the chairman of the OCOG, convinced the IOC that the flame was not sold for commercial reasons as all the money would be donated to a charity of the Torch bearer's choice. The "selling" of the Olympic Torch relay was created to make it look like a community initiative. Thousands of volunteers were mobilised to raise almost \$11 million for charities. (Chrysostomos & Stotlar, 2006). The International Herald Tribune stated that the relay was a dream for advertisers: 'a continuous 84-day commercial affecting people on an emotional level that companies hope will cement a lifetime bond.' (Payne M., 2005)

The Centennial Games in 1996 were held in Atlanta, whose selection was controversial, especially for Greek officials, as Athens was a candidate city as well, 100 years after the first Modern Olympic Games were held there. The Games in Atlanta were widely criticised because of the over commercialisation. It is believed by some that Atlanta was chosen as the host city because the headquarters of TOP sponsor Coca-Cola are located in Atlanta. Even IOC president Samaranch did not speak his famous words, calling the latest Games as the best Games ever.

At the Baden-Baden Olympic Congress in 1981 the decision was made to end amateurism at the Games. Before, only amateur athletes could take part at the Olympic Games. The big sponsor contracts and widespread payment of world-class athletes could no longer be ignored by the IOC. This was a huge turning point for the Olympic Games. For the Olympic athletes the prestige of winning an Olympic medal or “just” participating had a value-added effect since a good result had commercial value. In 1988 professional tennis players entered the Games and in 1992 the US ‘Dream Team’ wrote history in Barcelona. With the introduction of commercialism and professionalism in the 1980s the status of the Games increased and commercialisation entered the Games.

A paradox was born: a movement with a philosophy and ideals and on the other hand selling the television rights for millions of dollars and attracting multinationals as sponsors.

Therefore Toohey & Veal (2007) raised the question: *“how can all these organisations and ‘hangers on’ be making money out of the Games when the whole ethos of the Games is about something other than making money?”*

Many critics have stated that the Games are claimed by sponsors and broadcasters (Lenskyj, 2008) (Gruneau, 1984). In 1927 Pierre de Coubertin had warned for the dangerous side effects for the commercialisation of sport:

“We have not worked, my friends and I, to give you back the Olympic Games that you could turn them into a museum piece or cinematographic play, nor to have them exploited by commercial or electoral interests. By reviving a 25-century-old institution we wanted to make you the initiates of the religion of sport as our great ancestors had conceived it. In our modern world, so full of potential, but which is also threatened by dangerous degeneration, Olympism could become a school of moral purity and nobility, as well as of physical activity and endurance” (DaCosta, 2002)

Naul (2008) notes that the commercialisation has pushed the traditional roots of the Olympic Games and the educational message of Baron Pierre de Coubertin into the background. Chrysostomos & Stotlar (2006) argue that the IOC has to balance the needs of the sponsors and the worldwide promotion of Olympism: *“Citius, Altius, Fortius may well become the motto of the Olympic sponsors rather than that of the Olympic athletes”*.

Milton-Smith (2002) (as in Kenyon & Palmer, 2008) on commercialisation of the Games: *“Now, under the influence of extreme commercialisation, they have been debased to the point of becoming empty advertising clichés.”*

Mosey, BBC's director for London 2012, says that the connection between the Games and commercialisation is complicated: *"The key question the Olympic movement has to address is how its principles can best be preserved in the commercial and media maelstrom of the 21st century. But the question for its critics is: if not by sponsorship, then how are the running costs of the Games - at the level of delivery people expect - to be met?"*. (BBC, 2010)

But it also has to be argued that all the venues are free of any advertising. Where most sports stadiums are full with advertising hoardings, the venues of the Games are 'clean'. So TOP sponsors don't get television exposure like sponsors of for example the FIFA World Cup. The main argument to keep the venues clean is to keep the focus on the Games. (BBC, 2000)

According to Preus (cited in Da Costa (2002) if "overcommercialisation" is a real threat to the Games, controlled marketing seems to be able to keeping the intrinsic identity of sports.

4.6 Conclusion

Olympism is a life philosophy, which draws together sport, culture and education in the aim of creating a harmonious balance between body, will and mind. The fundamental principles of Olympism are included in the Olympic Charter, the codification of the fundamental principles of Olympism, rules and byelaws set by the International Olympic Committee. This philosophy makes the Olympic Games an unique sporting event because there are no other sport events that promote a philosophy. As we compare Dahlsrud's (2008) five dimensions of CSR and the Olympic Charter (International Olympic Committee, 2011), a connection between the philosophy of the Olympic Movement and CSR can be found. Where CSR goes beyond "the only responsibility of business is to make profit, within the limits of the law" and firms believe they have responsibilities to the society, Olympism uses sport as a tool for the creation of a harmonious balance between body, will and mind and a peaceful society. Based on this philosophy, the IOC is engaged to promote sport for all, peace, education, equality, development, health care and environment through sport. With the MDGS programme, Olympic Solidarity, Olympic Truce, Agenda 21 and the variety of cooperation agreements with partners, including UN agencies, and other international governmental and non-governmental institutions on projects where sport is used as a tool for development, the IOC shows that its operating by its organisational principles and values. In those agreements, programmes and projects the economic, social, environmental, stakeholder and voluntariness dimensions are included.

Despite the IOC's social responsibility efforts, the criticism that commercialisation has pushed Olympism into the background and the bribery scandals in the 1990s have been harmful for the Olympic Movement, especially for an organisation that promotes a philosophy. As mentioned in chapter 2, an organisation and its actions must match with the organisational values, otherwise stakeholders can become sceptic, therefore legacy has become an important strategy concerning the image of the IOC and the Games in relation with different stakeholders, especially outside the Olympic Family. As the IOC has many stakeholders that all have different expectations how social, environmental and economic impacts of staging the Olympic Games should be balanced, legacy has turned into an important justification for the investments in the Olympic Games with public money.

5 Olympic Marketing

Chapter 5 explains the history of Olympic marketing, the Olympic marketing programme and the Olympic brand. The TOP sponsor programme is described even as the current TOP sponsors and their Olympic marketing programmes. These Olympic marketing programmes are compared to CSR dimensions to see if Olympism has been adopted in the marketing programmes. As the Olympic Games have emerged from a movement with a philosophy and ideals to the greatest sport event on earth with multinationals as sponsors, the relation between the philosophy and commercialisation is discussed.

5.1 Introduction

Marketing is about developing, building and sustaining a positive reputation for the entity being marketed in the hopes that others will find the entity compelling enough support from profitable and loyal customers (Davis J. A., 2008).

Olympic marketing

The Olympic marketing system has four main characteristics:

- Specific system of stakeholders.
- Exploitation of exclusive marketing properties and rights.
- Based on strong brands.
- Designed to produce a value constellation within a system of stakeholders.

(Ferrand, Chappelet, & Séguin , 2012)

The Olympic brand forms the foundation of the Olympic marketing programme.

The Olympic Charter defines the marketing rights and obligations of the IOC, NOC's and OCOGs. The Olympic marketing activities are based on the properties and rights owned by the IOC.

A brand can be defined as a name, symbol, design, logo or some combination of them that is intended to identify a seller's (or group of sellers') goods or services, and to differentiate those goods or services from those of competition. (Kotler & Armstrong, 2001)

People and organisations can also be seen as brands, for example football player David Beckham is one of the most marketable people in the world, with an estimated value of \$41 million (Brand Finance, 2013).

The Olympic brand has a philosophy with the three main core values, excellence, friendship and respect, along with the Olympic rings as one of the most recognised logos in the world and famous traditions like the Olympic Truce and the Torch Relay. These factors make the Olympic brand to a very unique and powerful brand.

According to Davis there are four dimensions of Olympic brand value: 1). Financial 2). Trusted reputation. 3). Organisational 4). Societal relevance.

The Olympic brand has a great financial value. In the past five quadrenniums, the total revenue increased from \$2,630 million in the 1993-1996 quadrennium to \$5,450 million in the 2005-2008 quadrennium (official numbers of 2009-2012 are not published yet by the IOC) (International Olympic Committee, 2012). Over 2,700 years the Olympic Games have created a trusted reputation: from a festival in Olympia to honour the Greek God Zeus, to the greatest sporting event on earth with billions of television viewers. (Davis J. , 2012)

The organisational brand value for the Olympic Games is wrapped around the Olympic Movement. The main value of the Olympic Movement is its unique philosophy and to promote this through the greatest sporting event in the world: the Olympic Games. The Olympic Movement has to stay as close as possible to this original core value. An over commercialised Olympic Games will lose its magic and credibility as it doesn't match with the philosophy. Not only the Games but also the Olympic Movement has to adopt these values in its organisation, scandals like Vancouver in 2002 can cause damage to the reputation and finally to the brand value of the Olympic Games. (Davis J. , 2012)

The societal relevance, as been discussed in chapter 4 of the Olympic brand is inspiring and educating youth through sport in accordance with the Olympic values.

Aaker's definition of brand equity: "A set of assets and liabilities linked to a brand, its name and symbol, that adds to or subtracts from the value provided by its product or service to a firm/or to that firm's customers. (Capon, 2007) In figure 7, the Olympic brand equity is implemented in Aaker's brand equity model.

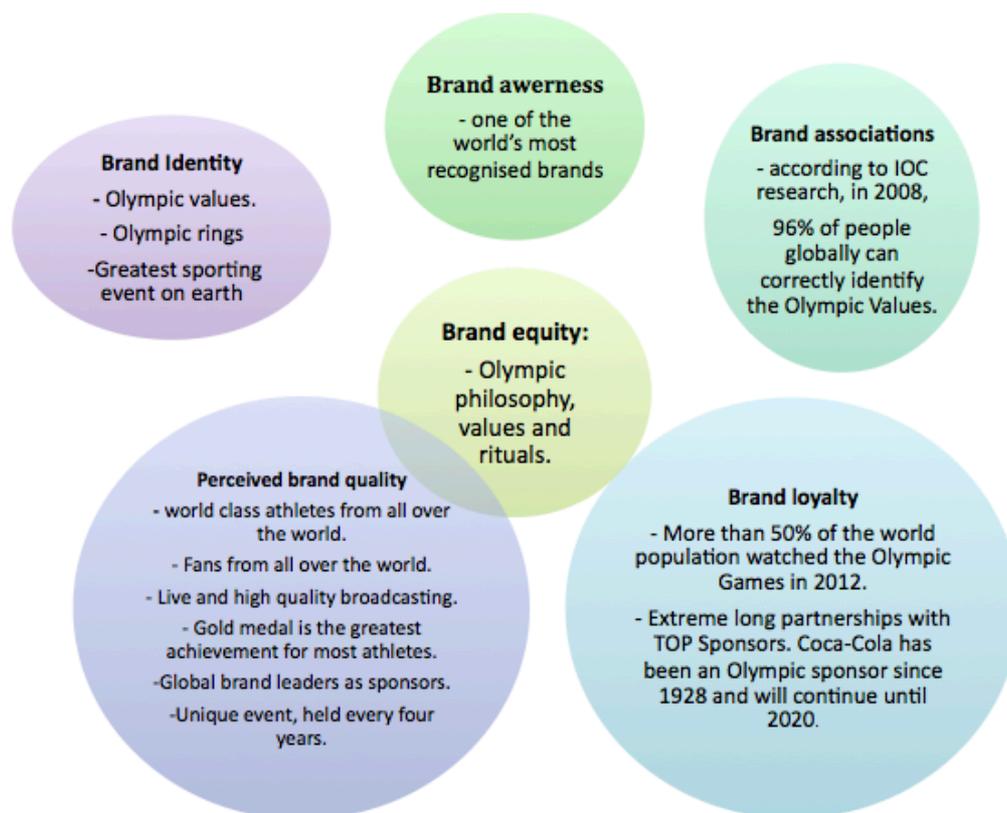


Figure 7. Own adaption on Ferrand, Chappelet & Segéguin's Olympic Brand equity model (2012).

The main goal of the Olympic marketing programme is to create value along with other stakeholders. In collaboration with the partners the value is produced together by a "co-productive relationship" instead of just "adding the value" (Normann & Ramirez, 1998 as cited in Ferrand, Chappelet, & Séguin, 2012). Sports organisations, multinationals and NGOs have realised that and associations with the Olympic brand could create a great co-value for their own image/brand.

In order to create this value, brand alliances, in the form of sponsorships, have been a part of the IOC's strategy for many years. Keller (2003) defined brand alliances as "a combination of two or more existing brands into a joint product or marketed together."

A brand alliance involves either short- or long-term associations of two or more individual brands, products, and/or other distinctive proprietary assets. (Rao & Ruekert, 1994 as cited in Yang, Shi, & Goldfarb, 2009). Keller (1993) on sponsorships: when the brand becomes linked with the event, some of the associations with the event may become indirectly associated with the brand. A sponsorship can create an image transfer: brand associations like attributes, benefits, experiences, and attitudes of the event are being linked to the sponsor.

Payne (Payne M. R., n.d.) on Olympic sponsorship: *"Olympic sponsorship is not about awareness, it is about building affinity with the consumer. As companies strive to build their own brand identity, in what will soon be the world's largest and most important market, the Olympics offers a unique platform for companies to develop and enhance their own brand identity, by 'borrowing' the values of the Olympic brand"*.

The alliance between the Olympic brand and a TOP partner can create greater brand equity for both. TOP partner Coca-Cola sells its products in more than 200 countries. By this alliance, the IOC can reach the costumers of Coca-Cola and promote the Olympic Games and spread the Olympic philosophy through Coca-Cola's reach all over the world. On the other hand, Coca-Cola can show its costumers that it cares about values like respect and friendship and use the Games to showcase the brand.

5.2 History of Olympic Marketing

From the very beginning marketing has played a significant role in the development of the Olympic Movement. In 1895, Georges Averoff donated money to rebuild the Panathenaic Stadium in Athens, where the first Modern Olympic Games were held. In 1913 Pierre de Coubertin designed one of the most recognised logos ever: the five interlaced rings as the official logo of the IOC. In the same year the IOC created new guidelines to protect the name "Olympic Games". The OCOG of the Olympic Games in Paris 1924 introduced venue advertising, it was also the last time. Four years later the Games in Amsterdam covered 60 per cent of the total cost with revenues from tickets, right fees and other contracts. Coca-

Cola used the Games to introduce its soft drink in the Netherlands by providing the United States team with Coca-Cola, it has been an Olympic sponsor ever since.

The Los Angeles Games in 1932 were used by the tourism industry to promote the state California as a holiday destination. Many businesses used the words Olympics and Olympiad for advertising, because of this IOC member, later IOC president, Brundage was worried about the protection of the Olympic brand. (Ferrand, Chappelet, & Séguin , 2012)

The enormous number of sponsors, suppliers and licensees (628 in total) for the Montreal Games in 1976 was a reason for the '84 Los Angeles OCOG to limit the number of sponsors and offer sponsors exclusivity (Puig, 2010). The Games of 1984 are seen as a new era of the Olympic Games, especially Olympic marketing and sponsoring. The LA Games were the first privately financed Olympic Games and even resulted in a surplus for the first time in history with broadcasting and sponsor revenues as the main two sources.

The success of the LA OCOG's exclusive sponsor programme led to the creation of The Olympic Partners (TOP) which was introduced for the first time at the Winter Games in Calgary in 1988. In 1986 the IOC made the decision to split the Summer and Winter Games for economic/marketing reasons since it was difficult for television networks to sell advertisements twice in an Olympic year, this also offered TOP sponsors more value and exposure. (Ferrand, Chappelet, & Séguin , 2012)

After the Winter Games in Nagano in 1998, the IOC undertook a broad market research programme in 11 countries, with 5,500 consumers and 250 in-depth interviews among key figures, to better understand the consumer's perception of the Olympic brand. This research identified four main propositions for the Olympic brand:

- *Hope*: the Games offer hope for a better world, using sport competition for all and without discrimination.
- *Dreams and inspiration*: the Games provide inspiration to achieve personal dreams through the lessons of the athlete's striving, sacrifice and determination.
- *Friendship and fair play*: the Olympic Games provide tangible examples of how humanity can overcome political, economic, religious and racial prejudices through the values inherent in sport.

- *Joy in effort*: the Games celebrate the universal joy in doing one's best, regardless of the outcome. Through their honour and dignity in competition, Olympic athletes teach lessons to us all.

(Payne M. , 2005)

Because of this outcome the IOC wanted to develop more integrated marketing programmes to illustrate what the Games really stood for. As the sponsors are the heaviest users of the Olympic brand equity, it was essential that the sponsors would become the promoters of the Olympic brand values through their marketing programmes.

(Payne M. , 2005)

In the recent Olympic quadrennials the Olympic marketing programmes have grown to become one of the most successful sport marketing programmes to the extent that some of IOC's TOP sponsors Coca-Cola, Dow, GE, McDonald's, Omega, P&G and Visa already signed long-term agreements until 2020 (International Olympic Committee, 2012).

The four pillars of the Olympic marketing

The Olympic marketing programmes ensure the Olympic Movement of revenues with four main sources: television rights, sponsorship programmes, Olympic licences and ticket sales. The IOC is responsible for the television rights, the TOP programme and the official supplier and licensing programme. The OCOGs manage the sponsorship, ticketing and licensing programmes within the host country, under the direction of the IOC. NOCs have their own domestic sponsor/commercial programmes. The IOC distributes almost all (90 per cent) Olympic marketing revenues to support the staging of the Games and to promote the development of sport. The other 10 per cent of the revenues is used for the operational and administrative costs of governing the Olympic Movement.

(Puig, 2010) (International Olympic Committee, 2012)

The IOC's marketing programmes are developed to achieve the following goals (International Olympic Committee, 2012, 5):

- To ensure the independent financial stability of the Olympic Movement and thereby to assist in the worldwide promotion of Olympism.
- To create and maintain long-term marketing programmes, and thereby to ensure the financial security of the Olympic Movement and the Olympic Games.

- To build on the successful activities developed by each Organising Committee for the Olympic Games (OCOGs) and thereby to eliminate the need to recreate the marketing structure with each Olympic Games.
- To generate revenue to be distributed throughout the entire Olympic Movement – including the OCOGs, the National Olympic Committees (NOCs) and their continental associations, the International Federations (IFs) and other recognised international sports organisations – and to provide financial support for sport in emerging nations.
- To ensure that the Olympic Games can be experienced by the maximum number of people throughout the world principally via broadcast coverage.
- To protect and promote the equity that is inherent in the Olympic image and ideals.
- To control and limit the commercialisation of the Olympic Games.
- To enlist the support of Olympic marketing partners in the promotion of the Olympic ideals.

As television is the most significant factor to promote Olympism and the sponsorship programmes promote the Games and raise public awareness, only these two pillars of Olympic marketing are described below.

5.3 The Olympic Partner programme

The London 2012 Olympic Games had a global reach of 3.6 billion people in 220 countries and territories around the world. More than 50% of the population watched the Olympic Games, so the Games offer its sponsors an unique platform to showcase their brands worldwide. (International Olympic Committee, 2012) In return sponsors promote the Olympic Games and create consumer awareness for the Olympic brand in general.

In 1983 the IOC contacted the marketing company International Sports and Leisure (ISL) to develop a global marketing programme to offer benefit packets for potential sponsors. In 1985 the worldwide sponsorship programme: “The Olympic Partners” (TOP) was born (Puig, 2010).

The IOC created the TOP programme to develop a revenue base for the Olympic Games and to establish long-term partnerships that would benefit the Olympic Movement in general. The TOP programme provide sponsors exclusivity, so it is not possible to have two sponsors

in the same product category, not only in the TOP programme but for the sponsors/partners of the OCOG's and NOC's/Olympic Teams as well. Olympic Partner's have the right to associate with the IOC, all active NOCs & their Olympic Teams and the Summer and Winter OCOGs of that quadrennium world wide. TOP partners are allowed to affiliate their brands with Olympic properties like the Olympic rings. (International Olympic Committee, 2012)
 The 10 Olympic Partners for the 2013-2016 Olympic quadrennium are presented in the table below: (International Olympic Committee)

| Company | Exclusive product or service category |
|------------------|--|
| Atos | Information Technology |
| Coca-Cola | Non-Alcoholic Beverages |
| Dow | The official Chemistry company |
| GE | Energy & Healthcare Transport & Infrastructure, Consumer & Industrial Advanced Materials & Equipment Services |
| McDonald's | Retail Food Services |
| Omega | Time pieces & Timing systems services Electronic timing Scoring and scoreboard systems and services. |
| Panasonic | Audio/TV/Video Equipment |
| Procter & Gamble | Personal care and household products |
| Samsung | Wireless Communications Equipment |
| Visa | Consumer Payment Systems |

Figure 8. Olympic Partners for the 2013-2016 Olympic quadrennium (International Olympic Committee)

The London 2012 Olympic Games had 11 sponsors in the TOP programme. According to the IOC, Olympic sponsor programmes have the goal to promote the Olympic philosophy and the Olympic Games. All the TOP sponsors can use the Olympic logo in their adds and commercials, however not all the TOP sponsors have adopted the Olympic philosophy in their marketing programmes.

Coca-Cola

Stakeholder Dimension

Coca-Cola developed the global campaign “Move the Beat” to bring youth closer to the Games by blending sport and music.

Coca-Cola was a sponsor of the London 2012 Olympic Torch Relay as well and used the Torch Relay to inspire teenagers to make a positive difference in their own communities with the reward to carry the Olympic Torch.

Environmental Dimension

Coca-Cola products were served in 100% recyclable plastic bottles and venue visitors were encouraged to recycle. The deliveries of the products arrived in biogas trucks and energy-efficient coolers were used.

Social Dimension

For the London Games, Coca-Cola supported the sports charity StreetGames to connect 110,000 young people with sports in Great Britain.

On a worldwide scale Coca-Cola sponsors 250 physical activity and education programmes. (International Olympic Committee, 2012) (Coca-Cola, n.d.)

Acer

During the London Games, Acer had the responsibility to provide PC infrastructure in the venues, the Technology Operations Centre, the Main Media Centre, the Olympic Village and the LOCOG’s headquarters. There were no CSR elements found in the Olympic marketing programme of Acer. (International Olympic Committee, 2012)

Dow

Environmental & Social Dimension

Dow created a textile design to recycle the stadium wrap of London’s Olympic Stadium. The stadium wrap will be reused for shelters in Africa and Rio de Janeiro and other projects in the United Kingdom. Due to the roofing and flooring solutions the Olympic Village will

transform into houses, including 1,379 homes for East London families with low incomes. (Dow, n.d.) (International Olympic Committee, 2012)

GE

Environmental Dimension

GE replaced lamps on London's Tower Bridge to reduce the use of energy to 40-45%. GE installed 120 charge points for electric vehicles that were used during the Games, the charge points are still in use.

Social dimension

GE donated £4.7 million to the hospital of the Olympic Games 2012, the Homerton University Hospital to create a new newborn centre.

GE created the "Design My Break" campaign to ask students how they could spend the school break to improve their nutrition, physical activity and emotional well being.

(International Olympic Committee, 2012)

McDonald's

Social Dimension

The McDonald's Champion of Play campaign was created for children to encourage balanced nutrition and to promote active play. On the website championsofplay.com Olympians encouraged children to participate in physical activities. (McDonalds, n.d.)

Omega

There were no CSR elements found in the Olympic marketing programme of Omega.

Panasonic

Stakeholder Dimension

Panasonic's "Sharing the Passion" campaign promoted the Olympic spirit through social media.

Social Dimension

Panasonic created the education programme “Kids Witness News” to evolve the creativity and communication skills of children at elementary and secondary schools with a final award ceremony during the Olympic Games. (Panasonic, n.d.) (International Olympic Committee, 2012)

P&G

Social Dimension

P&G supports the Paralympic Movement to fund youth sports programmes for children with physical disabilities. (P&G, 2012)

Samsung

Social Dimension

The Samsung Hope Relay campaign was a virtual campaign so everyone around the world was able to participate in this campaign. By running a mile Samsung made a donation to charity programmes such as the Red Cross and LOCOG’s International Inspiration.

Stakeholder Dimension

The Samsung Global Blogger programme was created to share the magic of the Olympic Games with a global audience of four million readers. Samsung selected 76 bloggers from 20 different countries to share their experiences and special moments.
(International Olympic Committee, 2012)

Visa

Stakeholder Dimension

With the *Go World* campaign, Visa wanted to inspire the world by sharing the incredible stories of athletes. The commercial *The Difference* showed the closest and most dramatic finishes in the history of the Olympic Games, to remind viewers that cheering together can propel athletes to greatness. Therefore Visa created a social media campaign where fans could cheer for their favourite athletes.

(Visa, 2012)

5.4 Marketing programmes IOC

Celebrate Humanity Campaign

After the market research in 1996, the IOC created a commercial to promote the Olympic values. The *Celebrate Humanity* campaign was launched in 2000 with six broadcast spots, eight radio spots and a series of print ads. Media companies around the world embraced the campaign and even run the ads for free as public service announcements. Just nine months later it was estimated that this campaign had received over \$ 120 million in free advertising.

The Winter Celebrate Humanity campaign was to be launched in September 2001. When 9/11 happened the IOC thought of postponing the campaign: all other advertising was on hold on CNN, CNN decided to show the IOC spots. Other broadcasters were asking the IOC for the price to air the campaign. The Celebrate Humanity campaign ran until the 2006 Turin Games. (Payne M. , 2005)

The Best of Us campaign

The objective of the Best of Us Campaign, launched in 2007, was to communicate the main Olympic Values: Excellence, Friendship and Respect to youth around the world. This campaign was created to motivate youth around the world to participate in sport by proving that sport can bring out the best in themselves.

The Best of us Challenge: Can you beat an Olympic athlete?

This campaign was launched in 2010 to get children all around the world excited about the Games, since children in the age between 12 and 19 are losing interest in the Games. With the rise of X-Games and extreme sports, interest in the Games at this age group was at an all time low. The main goal of the campaign was to create an experience for youth around the world to reconnect with the Olympic Movement and show the world the best that they can in whatever they do. Therefore this campaign was embedded in social media so children could share their Olympic spirit. The command for this campaign was simple: Olympic athletes got a camera to film silly human tricks so any amateur athlete could compete and asked children if they could beat their "record". Children could also create their own challenge as well and share their video with other users. (Cole&Weber United, n.d.)

5.5 Television rights

The IOC has managed without television for sixty years and will do it for sixty more years".

Former IOC President Avery Brundage in 1956 (Lyberg, 2004, 48).

"The IOC takes all necessary steps in order to ensure the fullest coverage by the different media and the widest possible audience in the world for the Olympic Games."

Olympic Charter (International Olympic Committee, 2011, 90).

The quotes above shows how much impact television has had in the development of the Olympic Movement and the Olympic Games. For the International Olympic Committee the television broadcast of the Olympic Games is the most significant factor to promote the Olympic philosophy and the growth of the Olympic Games worldwide. When the television coverage of the Games shifted from facts and figures to entertainment, satellites made live coverage possible and the increasing quality and popularity of sport programming the broadcasting fees were highly increasing (Ferrand, Chappelet, & Séguin , 2012).

The important place for television at the Games can be indicated from IOC President Rogge's words: *"We need spectators at the Games, but the IOC does not insist on 100,000-seat stadiums. The Olympics are primarily put on for television."* (Swift, 1996) So the IOC emphasised cameras instead of live spectators, as the cameras would guarantee wealthy sponsors and high television rights. (Senn, 1999)

According to Preuss (2004) television has been the engine for the growth of the Olympic Movement and its history can be divided in six phases, which were all formed on economic considerations:

1896- 1932

The interest in the Olympic Games did not occur when the television was introduced, print media have always showed, and still does, great interest. In 1912 Swedish companies paid \$94,218 for photograph and film recordings. Newspapers and magazines printed the first consumer adds for the Olympic Games, followed by radio.

1936 – 1955

The 1936 Games in Berlin were the first Games to be broadcast on television but only in and around Berlin, Germany. Due to the live coverage the awareness level of the Olympic Games rose quickly. The London 1948 OCOG created the principle of the broadcast rights fee, the BBC was willing to pay \$3000 but the OCOG refused. In 1952 the OCOG conducted the broadcast rights negotiations for the first time.

(International Olympic Committee, 2012)

1956 – 1968

In 1958 the television right issues are adapted into the Olympic Charter, article 49:

“the rights shall be sold by the Organising Committee, with the approval of the IOC, and the revenues distributed in accordance with its instructions”. Before the IOC received only 1 to 4% of the television right revenues. The introduction of communication satellites might have been one of the most important developments for the Olympic Movement, the satellites made it possible that millions of people, all over the world, could watch the Games (Ferrand, Chappelet, & Séguin , 2012).

1969 – 1980

During this period the television revenues increased to become 10% of the total OCOG revenues. The IOC increased its influence on the negotiations since some OCOGs had tried to maximise their short-term profit and therefore disadvantaged the Olympic Movement in general. From then the television rights revenues were divided between the IOC and OCOG.

1981 – 2000

The 1984 Los Angeles Games were the first commercial Games as the interest of business multinationals in the Olympic Games grew tremendously. The fees for television rights were becoming a major source for the IOC and OCOG, the television rights revenues covered over 30% of the total OCOG revenues, caused by the multiplier effect of the marketing and media interest.

2001-2012

The IOC created Olympic Broadcast Services (OBS) in 2001 to serve as the broadcaster for all future Olympic Games. The OBS captures television and radio's signals from each Olympic

venue to deliver the signals to all the Olympic broadcast partners (International Olympic Committee, 2012).

Since 2000 digital platforms, besides television, have become important tools for the IOC to cover the Olympic Games worldwide. Recently social media like Twitter and Facebook have become important in IOC's media strategy. The IOC even created guidelines and rules for 2012 Olympians about what they could and could not tweet about the Games. The 2012 Games were called the "Socialympics" as 150 million Twitter messages were generated during the Games (Los Angeles Times, 2012).

The London Olympic Games in 2012 had more coverage on more platforms than ever before. These Games had a global reach of 3.6 billion people in 220 countries and territories around the world. With an estimated world population of seven billion people, more than 50% of the population watched the Olympic Games. The IOC's Rights-Holding Broadcasters broadcasted 100,000 hours of Olympic coverage across more than 500 television channels around the world. The digital coverage grew enormously with 1.9 billion video streams on more than 170 websites and other digital platform during the Olympic Games. In 64 territories in Asia and Sub-Saharan Africa the IOC created a YouTube channel to provide more than 27,00 hours of broadcast coverage and delivering 59,5 million video streams. (International Olympic Committee, 2012)

5.6 Olympic Marketing: Olympism as a CSR strategy ?

As discussed in chapter 4, the IOC has been criticised for the commercialisation of the Olympic Games. As Brown (2000) (as cited in Giannoulakis, Stotlar, & Chatziefstathiou, 2008) noted: "The IOC is placing more emphasis on promotion of the roles played by sponsors and on initiatives to ensure that sponsor exclusivity is preserved".

According to IOC president Rogge the Olympic Games cannot be organised without the support of the business community. Alexandrakis argues that the sponsorship deals of the IOC are legitimate because the promotion of Olympism needs sustainable funding and this funding is not possible without those sponsorships (Alexandrakis, personal communication, May 10, 2013). Meima agrees with Rogge but mentions the problem of the exclusive positions that are given to the multinationals like the exclusivity of the VISA credit Card in London 2012, the swimming finals in the early morning at the 2008 Olympic Games to make a concession to the American network NBC and the empty seats in stadiums as a result of tickets that were given to business relations instead of fans. Meima about this exclusivity:

“This is in complete contrast of what the Olympic Games should be: a celebration of brotherhood, the beauty of sport, great performances and accessible for everyone” (Meima, personal communication, May 15, 2013).

Van Haastert argues that the IOC has an insufficient marketing programme in relation to its image, since the general perception still is that old men call the shots as a result of the bribery scandals. Van Haastert says the CSR have become very important in marketing: “Sponsors demand CSR components in their sponsors programmes, as organisations have a variety of stakeholders an organisation can no longer just sponsor an event or team. The sponsor object and the sponsor must perfectly fit. So the IOC must ask its sponsors what their idea and plans are in relation to the IOC’s mission and vision. TOP sponsors could adopt a CSR project in their marketing programme or support CSR projects of the IOC. Another option is that the IOC includes an amount of money in the contract with its TOP sponsors that must be spent on CSR projects related to Olympism” (Koen van Haastert, personal communication, May 22, 2013).

However Crielaard doesn’t think that CSR should be included in the main IOC or NOC marketing programmes: “In my opinion the ambition and mission of the IOC is very clear. The mission contains a huge social value and sport has a great social value itself. It would be great if the sponsors of the IOC recognise these great values and use those values as the main reason to be a sponsor, not just because of the commercial value. I am convinced that the purer the IOC focuses on its philosophy the more likely they can keep the million industry rolling” (Crielaard, personal communication, May 6, 2013).

As concluded in chapter 4, there is a relation between CSR and Olympism, therefore Miah & Garcia (2012) propose that the IOC should take on the challenge to expand opportunities for people to have more rounded first-hand Olympic experiences to clearly highlight that the Games is more than just a sporting event but an event with cultural values and symbolism. Klein proposed that social responsibility should be introduced as a fourth pillar of the Olympic Movement. Klein argues that the Olympic Movement should develop a code of ethics, “not a code of conduct as a public relations gesture” (Lenskyj, 2008). Van Dooren says that nowadays the Olympic Games are a commercial event with apparently a “hidden” philosophy. He argues that the IOC should list sport participation as one of the most important criteria to bid and eventually host the Olympic Games and promote Olympism with a major media campaign in collaboration with its TOP sponsors (Van Dooren, personal communication, May 28, 2013).

According to Van Haastert the IOC must ask its sponsors what their ideas and plans are in relation to the IOCs mission and vision: “TOP sponsors could adopt a CSR project in their marketing programme or support CSR projects of the IOC. Another option is that the IOC includes an amount of money in the contract with its TOP sponsors that must be spent on CSR projects related to Olympism” (Koen van Haastert, personal communication, May 22, 2013).

Meima argues that the IOC already has been trying to adapt social responsibility into its actions in de bidding process as cities are required to connect the organisation of the Games to sustainability objectives. Meima says that in order to improve the image of the IOC, it should force its TOP sponsors to connect CSR projects with the IOCs Olympic marketing campaigns and include ambassadors in campaigns and projects. According to Meima the Paralympic Games showed the true spirit of the Olympic Games with full stadiums, affordable tickets, solidarity and unique performances and the contribution to the social acceptance of people with disabilities. (Meima, personal communication, May 15, 2013)

5.7 Conclusion

The main value of the Olympic Movement is its unique philosophy and to promote this through the greatest sporting event in the world: the Olympic Games. The unique and powerful Olympic brand forms the foundation of the Olympic marketing programme. The Olympic brand has built a trusted reputation in the past 2,700 years with great financial value, a societal relevance and organised by a respected and powerful organisation. The main goal of the Olympic marketing programmes is to ensure the independent financial stability of the Olympic Movement and to promote Olympism. As the IOC distributes almost all Olympic marketing revenues to support the staging of the Olympic Games and to promote the development of sport, the economical dimension of CSR is adopted in the revenue distribution.

The objective of the Olympic marketing programme is to create value along with other stakeholders. An agreement between the IOC and a TOP sponsor can create greater brand equity for both. The Olympic marketing programmes have grown to become one of the most successful sport marketing programmes.

Commercialism has pushed the unique philosophy of the Olympic Movement into the background but without the revenues of TOP sponsors and television rights, the Olympic Games cannot be organised. As sponsors are the heaviest users of the Olympic brand equity,

it is essential that sponsors are the promoters of the Olympic brand including Olympism. The IOC must control Olympic marketing and collaborate with sponsors that have clear marketing strategies that matches with the mission and vision of the IOC in order to promote Olympism. The Olympic Games in London had a global reach of 3.6 billion people in 200 countries. The fact that the Olympic Games reaches almost 50% of the world's population gives the IOC and its sponsors the unique position to promote a powerful Olympic brand with an unique philosophy. As described before sport has the unique position to communicate relevant social issues, like sport as a tool for social development and sport organisations are the ideal communicators of those messages. When the IOC communicates relevant CSR messages in its Olympic marketing programme and uses the marketing power of its TOP sponsors, it can enhance the IOC's reputation and integrity. When TOP sponsors implement Olympism in their marketing strategies they can benefit from the IOC's social reputation and integrity.

6 Case studies

To complement the theoretical exploration of CSR, the Olympic Games London 2012 and the FIFA World Cup 2010 in South Africa are used as case studies. The social programmes and the legacy plans of these major sport events are compared with Dahlsrud's five dimensions of CSR. In chapter five the marketing programmes of the TOP sponsors were compared to CSR dimensions, to complete this research the marketing programmes of the FIFA World Cup 2010 partners will be compared to the same CSR dimensions to see if these sponsors have adopted the mission of FIFA.

Of course it is not possible to fully "compare" the CSR programmes of the rich and high-developed metro pole London with an upcoming country in a continent that has (still is) been struggling for years.

6.1 Olympic Games London 2012

To make an Olympic champion takes millions of young people around the world to be inspired to choose Olympic sport. We can no longer take it for granted that young people will choose sport. So London's vision is to reach young people all around the world. To connect them with the inspirational power of the Games. So they are inspired to choose sport.

Lord Seb Coe (London 2012, 2005)

One of the primary goals of the LOCOG was to use London 2012 to reach young people across the world and connect them to sport, to inspire youth across the United Kingdom and as a catalyst for transformation of East London, a poverty-stricken area. So London 2012 was used as a catalyst to create sustainable social, economic and sporting legacies.

Social Dimension

International Inspiration

At the 117th International Olympic Committee Session in Singapore in 2005 the chair of the LOCOG, Sebastian Coe, made the promise, if London would be elected to be the 2012 host city, 'to reach young people all around the world and connect them to the inspirational

power of the Games so they are inspired to choose sport'. To realise this promise the international legacy programme "International Inspiration" was created.

The goal of International Inspiration is to use the power of sport to enrich the lives of millions of children and young people, in schools and communities all around the world, especially in less developed countries. The goal is to reach 12 million children in 20 countries. It was the first time that an OCOG has developed an international legacy programme like International Inspiration. The programme is governed by the II Foundation and was an official component of the LOCOG's International Education Programme. UK Sport, in collaboration with the British Council and UNICEF, is responsible for delivery. The Department for Culture, Media and Sport, the Department for International Development and the Premier League, England's professional league for association football clubs, provide funding and other support. Every country that runs the programme is supported by the Youth Sport Trust, local partners, the NOC and NPC.

(UK Sport, n.d.)

Olympic Education

85 per cent of the schools and colleges in the United Kingdom signed up for the official London 2012 education programme: Get Set. Olympic education describes teaching and learning about the Olympic spirit and Olympic ideals. Currently there is not a common definition that precisely describes the definition of Olympic Education or its objectives (Naul, 2008). One of the earliest definitions of Olympic education comes from the Greek educator Nissiotis (Mountakis, 2012):

"the aim of Olympic Education is not only to counter negative influences aimed at the Olympic Movement and the Olympic Games but also through Olympic Principles to influence the mass of youth of all social classes and teachers of every school subject".

Schools were encouraged to support at least one team from around the world, some schools supported teams who trained nearby in Pre-Games Training Camps while others supported countries because of a school or community link. Nearly 16,000 schools received tickets for the Games.

In March 2013 \$227 million was invested in school sports for pupils in England to ensure the legacy of London 2012. (Inside the Games, 2013)

Diversity and inclusion

Diversity was a key reason why London, one of the most multicultural cities in the world, was chosen to host the Olympic Games, as the Games are a celebration of different cultures. The LOCOG worked closely with stakeholders and partners to shape a diversity and inclusion strategy also concerning the recruitment for the Games. There was a recruitment outreach programme to recruit older and disabled people and people from ethnic minority groups.

Economic dimension

London 2012 was used as the catalyst for the development of East London, an area that has a high concentration of relative poverty and deprivation. The aim is that East London will have the same social and economic chances as the other neighbourhoods in London within twenty years. A £300m construction project run by the London Legacy Development Corporation (LLDC) will transform the Olympic Park into the Queen Elizabeth Olympic Park. This park will create new visitor destinations, new homes including venues and attractions, schools, businesses and green spaces.

(Government UK, 2013)

Stakeholder dimension

In 2011 the LOCOG consulted representatives from each of its twelve stakeholder groups to define and test the sustainability approach. The main issues for the stakeholders were:

- Carbon management to deliver a low carbon Games.
- Delivering a zero waste Games.
- Providing sustainable and accessible transport solutions.
- Using the Games to showcase the economic benefits of sustainability.
- Promoting sustainable living by making sustainability a visible part of the Games.
- Ensuring the Olympic Park legacy contributes to the regeneration of communities in East London.

Environment dimension

The LOCOG made the promise to the IOC to hold the “first truly sustainable Olympic and Paralympic Games, leaving a legacy far beyond the departure of the Olympic Flame”. To realise this promise, the LOCOG, BioRegional and WWF created a framework: “Towards a One Planet Olympics” with the premise that the Olympic Games would respect the ecological limits and to create legacy for sport, the environment and people.

Besides this framework the LOCOG created a Sustainability Plan to cover the three main phases of the Games: preparation, Games and Legacy. There were five priority themes: climate change, waste, biodiversity, inclusion and healthy living.

According to the final Towards a Planet Olympics report, London 2012 has demonstrated that the Games have been a powerful opportunity to move towards more sustainable ways of living. The use of temporary structures, lightweight venues, and sustainable materials has been very successful, even as the legacy proof designs of venues and the Olympic Village. The use of carbon foot printing and carbon management can become a standard for future mega events. But London 2012 has also failed to meet the renewable energy targets and the relationship between the IOC/LOCOG and the sponsors and suppliers have not realised the potential for creating sustainable change. The advice is to review the sponsorships to ensure that future Games can deliver greater gains for sustainability.

(BioRegional, 2012)

Of course it is too early to measure the legacy of London 2012 but the LOCOG (2012) already published some facts:

- 400,000 tonnes of carbon dioxide equivalent was saved.
- 100% waste of the Games operation was diverted from landfill.
- 62 % of the operational Games waste was reused, recycled or composted.
- 99% of waste from installing and decommissioning the venues was reused or recycled.

Voluntariness dimension

The IOC enters into a formal contract with the host city and the NOC. This contract is known as the Host City Contract, which describes the responsibilities of the OCOG and forms the basis of a complex seven-year relationship. By signing the Host City Contract, the OCOG takes the full responsibility for the implementation of the contract:

Basic principle 1:

The IOC hereby entrusts the organisation of the Games to the City and the NOC which undertake to fulfil their obligations in full compliance with the provisions of the Olympic Charter and this Contract, including, without

limitation, all matters contained in the documents referred to in this Contract, which, for greater certainty, are deemed to form an integral part of this Contract.

Preamble:

I. WHEREAS it is the mutual desire of the IOC, the City and the NOC that the Games be organised in the best possible manner and take place under the best possible conditions for the benefit of the Olympic athletes of the world, and that the Games leave a positive legacy for the City and the Host Country;

J. WHEREAS it is the mutual desire of the IOC, the City and the NOC that the Games contribute to the further development of the Olympic Movement throughout the world;

L. WHEREAS the City and the NOC acknowledge and accept the importance of the Games and the value of the Olympic image, and agree to conduct all activities in a manner which promotes and enhances the fundamental principles and values of Olympism as well as the development of the Olympic Movement;

(International Olympic Committee, 2005)

Q. WHEREAS the City and the NOC acknowledge and agree that concern for the environment is an important consideration in conducting their activities and undertake to consult with the IOC on environmental issues, in addition to complying with all applicable laws and regulations;

R. WHEREAS the City and the NOC acknowledge and agree to carry out their activities pursuant to this Contract in full compliance with universal fundamental ethical principles, including those contained in the IOC Code of Ethics;

(International Olympic Committee, 2005)

There are no strict descriptions about legacy or other CSR elements adopted in the Host City Contract, but it must be mentioned that the legacy and social programmes plans have been very important for the bidding process. However it can be stated that the plans and programmes of London 2012 as described above are voluntariness, as they are not prescribed by the Host City Contract.

6.2 FIFA World Cup 2010

6.2.1 About FIFA

The Fédération Internationale de Football Association (FIFA) is the world governing body of association football. The FIFA was founded in 1904 and is based in Zurich. FIFA is responsible for the organisation of football's major international tournament, the FIFA World Cup. The FIFA has 209 member associations. The FIFA supports the associations financially and logistically. Besides the support the member associations have the obligations to represent the FIFA in their countries and promote and manage football according the ideals, aims and statutes of the FIFA.

The main goal of the FIFA is the constant improvement of football:

2. a) to improve the game of football constantly and promote it globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes; The Committee for Fair Play and Social Responsibility shall deal with fair play matters, promote the concept of fair play and fight discrimination in football worldwide. It shall also deal with social responsibility and environmental protection matters in connection with FIFA and its activities.

(FIFA, 2012)

FIFA's mission is to contribute to a better future for the world by using the power and popularity of football, with football being an integrated part of society. As FIFA president Joseph Blatter commented on this mission: *"We see it as our duty to take on the social responsibility that comes hand in hand with our position at the helm of the world's most loved sport."* (FIFA, n.d.).

To fulfil this mission the approach of the FIFA is bases on three concepts: develop the game, touch the world and build a better future.

The mission of the FIFA is “to build a better future”. Through the power of football the FIFA wants to make a positive impact on society and the environments. This strategy is divided into five main areas:

- People: providing a safe and healthy working environment for the FIFA employees.
- Game: To ensure that the fundamental values are respected and to fight against negative influences.
- Events: competitions are essential in FIFA’s CSR strategy. The core aim is to develop the game and organise tournaments at regular intervals around the world.
- Society: FIFA provides resources and engages with member associations, commercial affiliates, development agencies and others resources and know how to the grassroots level as football is used as a tool by non-governmental and community-bases organisations to provide the youth tools that can make a difference in their lives.
- Planet: The FIFA tries to take its environmental responsibility seriously by engaging with its stakeholders and other institutions to find environmental friendly solutions.

In collaboration with its CSR partners, Adidas, Sony and Yingli Solar, the FIFA tries to strength the programmes and to provide support to communities.

FIFA and Adidas Exchange Programme

This programme supports organisations that use football for social development. The programme is implemented through the movement Football for Hope.

FIFA and Sony – Siyakhona

The Siyakhona programme gives youngsters from less developed communities the chance to gain knowledge about the use of digital cameras for photography and filming. The youngsters come from communities that are supported by the Football for Hope programme. Sony, the FIFA and Streetfootballworld coordinate this programme.

FIFA and Yingli Solar

Yingli Solar is the first renewable energy company sponsor of the FIFA World Cup. Yingli Solar provides solar energy technology for the 20 Football for Hope Centres across Africa.

As described on their website, the FIFA has adopted the following CSR programmes and goals (FIFA, n.d.):

Programmes

Anti-Racism

Article 3 of the FIFA Statutes states: “*Discrimination of any kind against a country, private person or group of people on account of ethnic origin, gender, language, religion, politics or any other reason is strictly prohibited and punishable by suspension or expulsion.*”

Every years, since 2002, the FIFA organises Anti-Discrimination Days in one of the FIFA’s competitions.

Fair Play

To promote Fair Play, the FIFA created a programme that would be easy to adapt and recognised by players and fans. At every tournament the behaviour of the participating teams are rated and the FIFA Fair Play Award is awarded to the team with the highest Fair Play score.

International Co-operation

Since 1999 the FIFA and the UN are cooperating through campaigns and programmes to promote peace and development trough football. The FIFA supports many programmes in disadvantaged communities that are organised by NGO’s and community based organisations. Many football for development projects have been realised in the past with the help of the FIFA’s 208 member associations.

Environment

In 2005 Organising Committee of the 2006 FIFA World Cup developed the Green Goal Action Plan. This plan was committed to make the 2010 World Cup environmentally and socially sustainable. The FIFA included environmental assessment in the bidding agreements for the World Cup in 2018 and 2022. The FIFA requests information on the activities to avoid, reduce and offset negative environmental impacts of hosting the World Cup. (FIFA, n.d.)

6.2.2. CSR & FIFA World Cup 2010 South Africa

In 2010 the FIFA World Cup was organised in South Africa after the nation was awarded the first World Cup on African soil in 2004.

For the continent Africa it was a huge accomplishment to finally host a major sports event, as former South African President Thabo Mbeki said: *“We want, on behalf of our continent, to stage an event that will send ripples of confidence from the Cape to Cairo – an event that will create social and economic opportunities throughout Africa. We want to ensure that one day, historians will reflect upon the 2010 World Cup as a moment when Africa stood tall and resolutely turned the tide on centuries of poverty and conflict. We want to show that Africa’s time has come.”* (Republic of South Africa, n.d.)

According to the South African Football Association (FIFA, 2004) *“The 2010 FIFA World Cup will contribute to the establishment and confirmation of the process of democratisation and unification that started about a decade ago.”*

Danny Jordaan, the CEO of the 2010 FIFA World Cup, stated that the World Cup in South Africa must be seen as a gift to all the citizens and that the World Cup would contribute to reduce poverty and Aids/HIV and to increase the economy. (Hoekstra & Milikowski, 2009)

Van der Merwe (2009) on the hosting nation South Africa stated: *“Hosting the 2010 Football World Cup therefore promises to be a crowning achievement of not only South Africa’s re-entry into the international community, but also for Africa’s journey towards a more equitable and just global order.”*

To realise the promises that were made to the citizens in South Africa the FIFA had to invest in its CSR programme. Five years before the World Cup in South Africa FIFA’s CSR approach drastically changed because the FIFA wanted to develop a framework of programs to create a social legacy in South Africa. The FIFA launched the “20 centres for 2010” as the official 2010 FIFA World Cup CSR campaign. (Neirotti, Brzezinski, Clark, Heisler, McClinton, & Watts, 2010)

6.2.3. 2010 FIFA World Cup & CSR

Environmental dimension

The key aspects of the Green Goal Action plan included the reduction, reuse and recycling of waste, the promotion of energy efficient and universally accessible mobility with minimal carbon footprint and the promotion of environmental awareness, sustainable lifestyles and environmentally efficient buildings. The Green Goal 2010 action plan had a budget for 41 projects related to energy, waste, water, transport, hospitality and sustainable lifestyles. (Republic of South Africa, n.d.)

The project Green passport had the goal to promote responsible tourism among 2010 FIFA World Cup visitors. In the booklet "Passport" tips and information were given on responsible tourism in each host city. (Neirotti, Brzezinski, Clark, Heisler, McClinton, & Watts, 2010)
The South African Organising Committee 2010 and the FIFA Women's World Cup adopted the programme to learn from the previous experience and to expand this project.

Social dimension

My 2010 Schools Adventure

The "My 2010 Schools Adventure" campaign was a partnership between the Organising Committee and the Departments of Education, Sports and Recreation and Arts and Culture to focus on education and participation by 12 million learners and educators.

A part of this campaign was the programme Schools Football World Cup, a competition held in 2010 between schools across the country. Schools symbolically adopted one of the participating countries. (Republic of South Africa, n.d.)

2010 FIFA World Cup Legacy Trust

At the end of the World Cup, the FIFA and the South African Football Association established the 2010 FIFA World Cup Legacy Trust, to promote and extend the development and the reach of football within South Africa. Besides addressing the critical gaps in football development, it has to support education and healthcare initiatives of NGO's, which use football for community development, as well. (FIFA World Cup Legacy Trust, n.d.)

Win in Africa with Africa

Win in Africa with Africa is an initiative to provide the African continent with tools to progress the development of the continent mainly focused on football. Projects provide support to national leagues and training executives to help to improve community health through football. (Republic of South Africa, n.d.)

Ticket Fund

In collaboration with its six official partners the FIFA launched Ticket Fund. Ticket Fund was an initiative to give citizens of South Africa the opportunity to visit a World Cup match for those who don't ordinarily have the opportunity to buy tickets. Tickets were given to citizens as a reward or incentive for those who contributed or participated to social and human development activities. (Fédération Internationale de Football Association, 2010)

Football for Hope

In 2005 the FIFA and Streetfootballworld created Football for Hope as a global movement programme to use the power of football to achieve sustainable social development.

The 20 centres for 2010 was the official 2010 FIFA World Cup CSR campaign. The main goal was to create 20 Football for Hope Centres to promote public health, education and football across communities in Africa. The centres run programmes that are created to meet the needs of the community.

Football Turf Programme in the host country

The Organising Committee gave a football turf court to every region of the South African Football Association to promote football and provide facilities to play. The plan is to develop the turf courts into football clubs for the community with a clubhouse, ablution facilities, training lights and a security fence. (Republic of South Africa, n.d.)

Voluntariness dimension

There are no strict descriptions about legacy or other CSR elements adopted in the Regulations 2010 FIFA World Cup South Africa.

Article 2 Organising Association responsibilities

1. The obligations and responsibilities of the Organising Association are stipulated in the OAA and the LoR, these Regulations and other FIFA regulations, guidelines, directives, decisions, circulars or any other agreement reached between FIFA and the Organising Association.

2. The responsibilities of the Organising Association shall include but not be limited to:

a) ensuring that order and safety is maintained in cooperation with the government of South Africa, particularly in and around the stadiums. It shall take adequate measures to prevent and avoid outbreaks of violence;

b) ensuring that order and safety is maintained around the headquarters and training grounds of the participating member associations;

c) concluding insurance policies in consultation with FIFA to cover all risks relating to the final competition's organisation, in particular, adequate liability insurance in respect of the stadiums, local organisation, members of the Organising Association and the LOC,

employees, volunteers and any other persons involved in the organisation of the final competition;

d) concluding liability insurance against possible spectator accidents or deaths;

e) ensuring the presence of a sufficient number of ground staff and security stewards to guarantee safety.

3. The Organising Association shall discharge FIFA from all responsibility and relinquish any claim against FIFA and the members of its delegation for any damages resulting from any act or omission relating to the organisation and course of the FIFA World Cup™.

(UEFA, 2007)

6.2.4 FIFA World Cup 2010 partner CSR programmes

CSR programme of the 2010 FIFA World Cup Partners

Many of the 2010 FIFA World Cup partners have their own CSR programmes and campaigns. This case study focuses only on 2010 FIFA World Cup CSR programmes and campaigns.

Adidas

Adidas is a CSR partner of the FIFA.

Social dimension

Adidas activated their Ticket Fund programme by collaborating with the South African Department of Education. Together they created the campaign “My 2010 School Adventure”. The programme was anchored around education and participation (football events). (Fédération Internationale de Football Association, 2010)

Coca-Cola

Coca-Cola sponsored the Ticket Fund and the 2010 FIFA World Cup International Coca-Cola Football Camp.

Social dimension

2010 FIFA World Cup International Coca-Cola Football Camp gave 225 boys and girls from less privileged families, from 19 countries, a cultural experience.

Environmental dimension

In order to reduce and manage the environmental impact from marketing activities, Coca-Cola developed Green Guidelines for the World Cup.

The Ticket Fund programme of Coca-Cola had an environmental dimension with a main focus on recycling. A recycling campaign was released to raise awareness and encourage young South Africans. Together with the FIFA and the Department of Education, a curriculum on recycling and environment was created. In 2010 almost 700 educators were trained among 200 schools in South Africa. (Fédération Internationale de Football Association, 2010)

Emirates

No information was found about Emirates' CSR initiatives, only a reference in the document 2010 FIFA World Cup Ticket Fund. (Fédération Internationale de Football Association, 2010)

Hyundai

Social Dimension

Through the Ticket fund programme Hyundai offered learning infrastructure and education on road safety. As millions of children in South Africa don't have a desk in their classroom, Hyundai provided 7000 children with lap desks to improve the quality of education in South Africa. The road safety campaign was created to inform and educate children and their community around safe road practices. (Fédération Internationale de Football Association, 2010)

Kia

Social Dimension

The Ticket Fund programme of Kia emphasised on the value of sport and physical activity for children. The 2010 FIFA World Cup and sport in general were used as a vehicle to educate children about the importance of nutrition, hygiene and being active. This message is spread through the KIA Charity and Care Street Soccer campaign. The campaign was developed for children under the age of 13. (Fédération Internationale de Football Association, 2010)

Sony

Sony is a CSR partner of the FIFA.

Social Dimension

In the programme “Dream Goal 2010” Sony implemented its CSR projects for the World Cup in South Africa. The projects were related to the Millennium Development Goals. The project “Public Viewing in Africa with the Communities” gave people in the African countries Ghana and Cameroon the chance to watch and enjoy the first World Cup, held on their continent.

This project was also used to raise awareness of HIV and Aids among the audience.

The project “Original ball, Join the Team! With the Children” was launched to donate durable football balls to schools and organisations in Africa. (Neirotti, Brzezinski, Clark, Heisler, McClinton, & Watts, 2010)

For the Ticket Fund project Sony and Grassroots Soccer initiated a programme with the aim to help the fight against HIV and Aids through the power of football. With this programme Sony and Grassroot Soccer hoped to educate 230,000 young people in South Africa in 2013. (Fédération Internationale de Football Association, 2010)

Visa

Social dimension

Through an industrial theatre road show, Visa gave the audience more information about financial skills and responsible money management. For the World Cup the script adapted a football theme and was shown to employees of companies in the hospitality and tourism sector. The target group was the low-income bracket.

(Fédération Internationale de Football Association, 2010)

6.3 Conclusion

The primary goals of the LOCOG was to use the Olympic Games to reach young people across the world and connect them to sport, to inspire youth across the United Kingdom and as a catalyst for transformation of East London, a poverty-stricken area. To realise the goal to reach young people around the world, the international legacy programme “International Inspiration” was created with the mission to enrich the lives of children with sport. The Olympic Education programme and the investments in school sports were used to motivate and inspire youth in the UK. In twenty years it is the aim that people in East London will have the same social and economic chances as other neighbourhoods in London through investments in this area. The LOCOG made the promise to the IOC to hold the “first truly sustainable Olympic and Paralympic Games” with the goal to leave a legacy far beyond the departure of the Olympic Flame. Therefore the LOCOG created a framework with BioRegional and WWF to respect the ecological limits and to create legacy for sport, the environment and people. Besides this framework the LOCOG created a Sustainability Plan with climate change, waste, biodiversity, inclusion and healthy living as priority themes. The 2010 FIFA World Cup in South Africa was used to reduce poverty, improve public health and to contribute to the process of democratisation and unification. Hosting the World Cup was also seen as an accomplishment for the complete African continent as it was the first time that a major event was awarded to an African country. To contribute to the goal to increase social development, the FIFA had to invest in its CSR programme. Five years before the World Cup in South Africa FIFA’s CSR approach drastically changed because the FIFA wanted to develop a framework of programmes to create a social legacy in South Africa. To improve community health many CSR programmes, like Football for Hope and 2010 FIFA World Cup Legacy Trust, were designed to use football to achieve health development. The Green Goal Action Plan, the environmental programme of this World Cup, supported 41 project related energy, waste, water, transport, hospitality and sustainable lifestyles. The project Green passport had the goal to promote responsible tourism among 2010 FIFA World Cup visitors.

London had the main goal to inspire a (young) generation the programmes of the 2010 FIFA World Cup were mainly focused on using football as a tool to reach communities in their needs to improve social development. Both of the environmental programmes were focused on sustainable solutions during the World Cup and Olympic Games and the sustainability of

the venues. Were the programmes of London had the goal to increase sport participation among youth, the programmes in South Africa had the goal to establish facilities and structure. As showed below, both organisations invested most in social programmes, probably because these programmes can be seen as a justification for the investments with public money in these major events.

| | FIFA World Cup 2010 | Olympic Games London 2012 |
|--------------------------------|--|--|
| <i>Social dimension</i> | <ul style="list-style-type: none"> • Education programme: My 2010 Schools Adventure. • 2010 FIFA World Cup Legacy Trust: to extend and promote football in South Africa. • Win in Africa with Africa: initiative to provide the African continent with tools to progress the development of football. • Ticket Fund. • Football for Hope. • Football Turf Programme. | <ul style="list-style-type: none"> • International legacy programme: International Inspiration. • Olympic education and school sport. • Diversity and inclusion strategy. |
| <i>Stakeholder dimension</i> | <i>inapplicable</i> | <ul style="list-style-type: none"> • Stakeholders were asked to define and test the sustainability approach. |
| <i>Environment dimension</i> | <ul style="list-style-type: none"> • Green Goal Action Plan. • Green Passport. | <ul style="list-style-type: none"> • Framework: Towards a One Planet Olympics. • LOCOG Sustainability Plan. |
| <i>Voluntariness Dimension</i> | <ul style="list-style-type: none"> • No CSR prescriptions in the 2010 FIFA World Cup South Africa Regulations. | <ul style="list-style-type: none"> • No CSR prescriptions in the Host City Contract. |

7 Conclusion: the Future

The Olympic Games are a unique sport event because it has a philosophy with fundamental principles. The Olympic Games are organised to promote Olympism and the mission of the IOC is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values. CSR is a balanced approach for organisations to address economic, social and environmental issues in a way that aims to benefit people, communities and society. Olympism can be seen as CSR because this philosophy emphasises responsibilities to the society.

The IOC already has a strong SCR programme with the MDGS programme, Olympic Solidarity, Olympic Truce, Agenda 21 and the variety of cooperation agreements with partners, including UN agencies, and other international governmental and non-governmental institutions on projects where sport is used as a tool for development. In those agreements, programmes and projects the economic, social, environmental, stakeholder and voluntariness dimensions are included. Despite the IOC's social responsibility efforts, the criticism that commercialisation has pushed Olympism into the background and the bribery scandals in the 1990s have been harmful for the Olympic Movement, especially for an organisation that promotes a philosophy. For the credibility and positive public relations of the IOC it is important to be seen as a honest organisation, operating by its values, transparent and reproach the values and spirit in its business, therefore legacy has become an important strategy concerning the image of the IOC and the Games concerning the relation with different stakeholders, especially outside the Olympic Family. As the IOC has many stakeholders that all have different expectations how social, environmental and economic impacts of staging the Olympic Games should be balanced, legacy has turned into an important justification for the investments in the Olympic Games with public money.

Because of the emphasis on Olympism, the IOC is closer related to non-sports-focused international movements. The power and influence of the Olympic Movement goes beyond sport as the IOC has the capacity to bring together groups, associations, organisations and individuals from different countries who are non-state actors on the world stage with their interactions giving rise to transnational relations. Therefore the IOC can count governments, inter-governmental organisations, NGOs and multinationals as their stakeholders. These stakeholders, especially NGOs, push the IOC to take responsibility for its impact on the environment, consumers, employees, communities, stakeholders and all other members of

the public who may be impacted. The agreements between the IOC and the UN can be seen as an effort to respond to NGOs. As sport is integrated into society it can influence the society and communities. Commercial business and humanitarian organisations recognised the power of sport in relation to CSR. Therefore the UN see the Olympic Movement as ideal promoters for development through sport.

Without the revenues of TOP sponsors and television rights, the Olympic Games cannot be organised. As sponsors are the heaviest users of the Olympic brand equity, it is essential that sponsors are the promoters of the Olympic brand including Olympism. The IOC must control Olympic marketing and collaborate with sponsors that have clear marketing strategies that matches with the mission and vision of the IOC in order to promote Olympism.

When the IOC communicates relevant CSR messages in its Olympic marketing programme and uses the marketing power of its TOP sponsors, it can enhance the IOC's and the Olympic Games reputation and integrity. When TOP sponsors implement Olympism in their marketing strategies they can benefit from the IOC's social reputation and integrity.

In the past years other mega-events, like the FIFA World Cup have also adopted humanitarian programmes (see case study FIFA World Cup 2010) to complement their commercial activities and can thus lay claim to upholding universal ideas in similar ways as the Olympic Movement has done for more than a century. (Miah & Garcia, 2012) It is timely and important for the image of the IOC and the Olympic Games to emphasise the awareness of CSR and its benefits among its stakeholders by adjusting marketing and communications activities. In 1910, de Coubertin observed that 'without rituals, the Games would become merely large multi-sport world championships' (Payne M. , 2005). Without a prominent role for Olympism in the marketing programmes of the IOC and its TOP sponsors the Games will be seen as just another major sport event. The IOC is making process concerning Olympism and legacy. Even though the Olympic Games will never be the Games anymore like Pierre de Coubertin initiated at the start, it seems that the Games are getting closer to the original than it was the case in the 1980s. Nowadays there is much more focus for organising sustainable Games by leaving a physical and Olympic legacy. The Olympic Games in London had the aim to "inspire a generation", the reason why De Coubertin revived the Olympic Games.

7.2 Recommendations

Commercial sport sponsorships are changing. First firms were just sending messages, then social media forced the firms to interact with its stakeholders and now the firms are taking the next step to involve its stakeholders in complete transparency. Firms are struggling with this transparency, but not only the firms, the organisations that are being sponsored by those firms are struggling as well as these organisations depend on funds from firms of “questionable” markets” like the financial sector, tobacco and alcohol industry and the fast-food and soft drink industry. (Brouwer, 2013) Rogge even questioned the sponsorship contracts with Coca-Cola and McDonalds during the Games. Therefore the IOC and its sponsors must “match”, the sponsors should have clear marketing strategies that matches the mission and vision of the IOC. In order to connect the sponsors of the IOC and the OCOG with the Olympic values, the IOC could include contract conditions where sponsors agree to promote the Olympic philosophy and to donate an amount of money on CSR projects related to Olympism. As TOP sponsors are the heaviest users of the Olympic Brand equity it is necessary that these sponsors are co-promoters of the Olympic Philosophy. The challenge for the IOC is to strengthen its current marketing programmes by giving Olympism and the surrounded projects and programmes a prominent place, see figure 9.

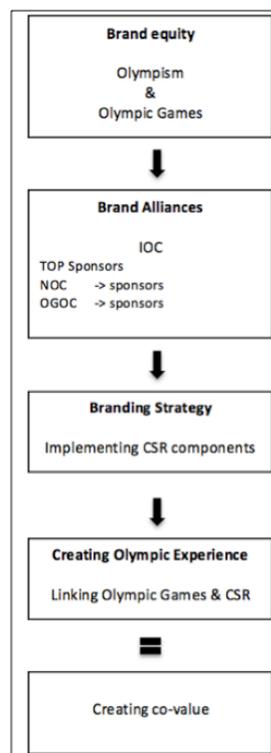


Figure 9. Olympic marketing model to include CSR.

(Own adaption on Ferrand, Chappelet & Segéguin's Olympic Marketing Model (2012))

The IOC doesn't explicitly states that is has CSR activities, but the IOC has six main spheres that could be associated to CSR: sport for All, Development through sport, Education through sport, women and sport, peace through sport, and Environment and sport. According to Salcines, Babiak & Walters (2013) it is time that the IOC formally name these activities as CSR like SportAccord did. SportAccord, the association of Olympic and non-Olympic IFs, has developed formalised documents about CSR. SportAccord even incorporated CSR in its formal statutes. SportAccord even has a CSR department. This department doesn't only offers services for its members on members on special CSR projects but also offers advocate, facilitation, knowledge sharing, training services and assists in the creation of common standards for CSR areas (Salcines, Babiak, & Walters, 2013). Just like SportAccord the IOC has a department and commission that are concerned with social responsibility activities: the Olympic Solidarity department and the Olympic Solidarity Commission. These department and commission should be made responsible for all the CSR agreements, projects and activities so it will be clear for stakeholders what the IOC does concerning CSR. This new department should also be transparent about the funding of its CSR activities. The IOC's ability to "manage its message" concerning its spending practises can be improved because there is too much focus on the expenditures of Olympic sites instead of the money that returns to the sport through projects like Olympic Solidarity (Barney, Wenn, & Martyn, 2004).

As the London Games had a global reach of 3.6 billion people and more than 50% of the world's population watched the Olympic Games, the best time to promote the Olympic philosophy is during the Games itself. The IOC has the goal that the Games can be experienced all over the world via broadcast coverage or online video streams. Therefore the IOC could develop a commercial like the Celebrate Humanity Campaign to specifically explain the Olympic Philosophy and its CSR programmes and actions. UEFA's Respect campaign shows a great example how a social responsibility programme can be promoted. During the UEFA EURO 2012 tournament in Poland and Ukraine promoted a strong campaign to promote its social responsibility programme. Respect. This programme was launched in 2008 to support local communities and work towards unity across gender, race, religion and ability. To promote Respect during UEFA EURO 2012 an integrated campaign targets players, officials, fans and TV audiences. For this campaign Karim Benzema, Clarence Seedorf, Peter Schmeichel and Steffi Jones, referee Pierluigi Collina and coach Ottmar Hitzfeld acted as ambassadors. To target the TV audience a 30-second TV commercial was

broadcasted in Europe at half-time during matches. In and around the stadiums the commercial was played on big screens. The quarter-finals were dedicated to Respect Inclusion and the pre-match ceremony before each semi-final to Respect Diversity. In all the eight host cities of UEFA EURO 2012 Respect posters were launched. To reach supporters on the web, a website was created in nine languages and users could invite friends and win big prizes. (UEFA, 2012) The IOC can see this campaign of the UEFA as a great example how a social responsibility campaign can be promoted among stakeholders.

The Communications and Television and Marketing departments should be responsible to implement CSR prominent in the marketing and communications strategy of the IOC. It is the responsibility of the Marketing department to contract TOP sponsors that match with the IOC's mission and organisational values. As the IOC already has many CSR programmes and projects there is no necessary need to adopt more programmes or projects.

Like the IOC, football club Barcelona is based on cooperative principles. FC Barcelona is one of the most popular football clubs, not only because of its star players like Messi and Neymar but also because of its social political significance. Futbol Club Barcelona is a private and no-profit making sports Catalan Association of natural persons, with its own legal status. FC Barcelona is based on cooperative principles and provides a powerful example of how a sport organisation can be organised co-operatively and be successful. The motto of this football club is *Més que un club* (more than a club). (Co-operativesUK, 2010)

Article 4 of the club statutes states that the second objective is “complementarily, the promotion and participation in social, cultural, artistic, scientific or recreational activities that are adequate and necessary for maintaining the public representation and projection that the club enjoys, the fruit of a permanent tradition of loyalty and service to club members, citizens and Catalonia”. (FC Barcelona, n.d.)

Anyone can become a member of the club, there are sub categories for children, youth, adults and veterans. As well as having the right to attend any of the sporting events organised that are organised by Barcelona, members have the right to be elected to and elect the Board of Directors, to elect the President and even the Board and the President's tenure. The members also have a say how the money of the Barcelona Foundation is used (Co-operativesUK, 2010). In 2006 the logo of UNICEF became the first logo on the Barcelona shirt, as a result of the alliance between FC Barcelona and UNICEF in 2006 for five years. The agreement provided a donation by FC Barcelona of 1.5 million euros per year to UNICEF. In 2011 this agreement was renewed for five more years (FC Barcelona, n.d.). After the deal

was signed in 2006, a commercial of this unique sponsorship was aired in 128 countries (Molblog.nl, 2006). This sponsorship can be seen as another effort of FC Barcelona to be “more than a club”. Apart from the FC Barcelona Foundation projects, FC Barcelona developed a number of partnerships with governmental organisations and NGOs, like the UN (Ražnatović, 2011). The unique ownership structure, charitable work and the UNICEF sponsorship show that FC Barcelona has tried to living up its motto of being more than a club. FC Barcelona shows that its marketing programmes match with its organisational values and how to communicate this to stakeholders.

As children around the world are losing interest in the Games and rather play games in a virtual world the IOC president Jacques Rogge initiated the idea to organise Youth Olympic Games (YOG) to inspire the youth with the Olympic Values, just like the vision of Baron Pierre De Coubertin. In 2010 the first Youth Olympic Games were organised in Singapore. The aim of the YOG is to inspire young people around the world to participate in sport and to get familiar with the Olympic Values. (International Olympic Committee, 2012). The YOG can be seen as a great initiative to inspire the youth and to attract their interest in the Games but it still doesn't bring youth directly in contact with sport. Therefore the IOC could, in cooperation with NOC's, organise school competitions just a day before the opening ceremony of the Olympic Games. So more children are aware of the Olympic Games and competed in their own “Games”.

7.3 Contribution & research and ideas for future research

The aim of this thesis was to research the relation between Olympism and the commercialisation of the Olympic Games. Researching the definitions of CSR and its current role in business and sport and comparing this with Olympism, according to the Olympic Charter, a relation was found. According to the IOC, their mission is not restricted to the organisation of the Olympic Games. The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values. The next step of the research was to find out if the IOC had programmes/initiatives that would bring Olympism into practise. The IOC has a variety of cooperation agreements with partners, including UN agencies, and other international governmental and non-governmental institutions on projects where sport is used as a tool for development. Also in the revenue distribution, Olympism can be found, as the IOC distributes almost all (90 per cent) Olympic marketing revenues to support the

staging of the Games and to promote the development of sport through programmes like Olympic Solidarity. According to these results the next topic to research was the relation between the Olympic Games, Olympism, Olympic marketing and the TOP programmes. This research was done by interviewing marketing experts and researching journals, academic articles and books on the Olympic Games and commercialisation. To complete this research the marketing programmes of the London 2012 TOP sponsors were reviewed to find a relation between these programmes and Olympism. To complement the theoretical exploration of CSR, the Olympic Games London 2012 and the FIFA World Cup 2010 in South Africa were used as case studies. The social programmes and the legacy plans of the greatest sport events on earth were compared with Dahlsrud's five dimensions of CSR. The LOCOG and the organisation of the FIFA World Cup 2010 both initiated social programmes with the aim to leave a legacy after the events.

7.3.1 Ideas for future research

To inspire youth around the world with the Olympic values, the IOC initiated the Youth Olympic Games. This raises the question if the Olympic Games are no longer used to inspire youth around the world and changed into a sport event without a philosophy as now the Youth Olympic Games are organised to inspire the youth. Have the Youth Olympic Games replaced the Olympic Games?

In this thesis the CSR initiatives in marketing programmes of the sponsors of the IOC and FIFA World Cup 2010 are described. Further research can be done about the impact of these initiatives and the relation between sponsor contracts, investments in CSR initiatives and final profits.

8 Bibliography

- American Marketing Association. (2008, January 14). *The American Marketing Association Releases New Definition for Marketing*. Retrieved January 7, 2013 from <http://www.marketingpower.com/>:
<http://www.marketingpower.com/AboutAMA/Documents/American%20Marketing%20Association%20Releases%20New%20Definition%20for%20Marketing.pdf>
- Arts, M., Lesage, D., Bruyninckx, H., & Scheerder, J. (2013). Sport for Development and Peace: The Role of the International Olympic Committee. *Sport, Policy & Management* .
- Baarda, D., & Goede de, P. (2001). *Basisboek Methoden en Technieken* . Groningen-Houten: Wolters-Noordhoff.
- Babiak, K., & Wolfe, R. (2006). More than just a Game? Corporate Social Responsibility and Super Bowl XL. *Sport Marketing Quarterly* , 15, 214-222.
- Barney, R., Wenn, S., & Martyn, S. (2004). *Selling the Five Rings*. Salt Lake City: The University of Utah Press.
- BBC. (2000, September 12). *Playing your cards right*. Retrieved March 28, 2013 from [news.bbc.co.uk: http://news.bbc.co.uk/sport2/hi/olympics2000/921068.stm](http://news.bbc.co.uk/sport2/hi/olympics2000/921068.stm)
- BBC. (2010, August 12). *Preserving Olympic ideals in a commercial world*. Retrieved March 28, 2013 from www.bbc.co.uk:
http://www.bbc.co.uk/blogs/rogermosey/2010/08/balancing_olympic_ideals_in_a.html
- BioRegional. (2012). *Towards a One Planet Olympics revisited*. Retrieved March 1, 2013 from <http://www.bioregional.com>: <http://www.bioregional.com/files/publications/towards-a-one-planet-olympics-revisited.pdf>
- Brønn, P. S., & Vrioni, A. B. (2001). Corporate social responsibility and cause-related marketing: an overview . *International Journal of Advertising* , 20, 207-222.
- Brand Finance. (2013, January 31). *David Beckham's \$41m Brand Value Set To Boost Paris Saint Germain* . Retrieved March 16, 2013 from <http://brandfinance.com>:
http://brandfinance.com/news/in_the_news/david-beckhams-41m-brand-value-set-to-boost-paris-saint-germain
- Brouwer, G. (2013, May 6). *De toekomst van de "ROI" van sponsoring*. Retrieved June 18, 2013 from www.sportnext.nl:
http://www.sportnext.nl/berichten/de_toekomst_van_de_roi_van_sponsoring
- Brownell, S. (2012, May). Soft Power. Olympia, Greece.
- Brownell, S. (2012, June). The Olympic Games, the World System and Corporate Social Responsibility. Olympia, Greece.
- Capon, N. (2007). *Developing and Implementing the Market Strategy*. New York: Wessex Publishing.
- Carroll, A. (1993). *Business and Society: Ethics and Stakeholder Management*. Cincinnati: South-Western Publishing.
- Carroll, A., & Pinkston, T. (1996). A Retrospective Examination of CSR Orientations: Have They Changed? . *Journal of Business Ethics* , 15, 199-206.
- Carroll, A., & Shabana, K. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice . *International Journal of Management Reviews* , 85-105.

- Cashman, R. (1998). *Olympic Legacy in an Olympic City: Monuments, Museums and Memory*. Retrieved March 1, 2013 from <http://www.la84foundation.org>:
<http://www.la84foundation.org/SportsLibrary/ISOR/ISOR1998m.pdf>
- CBC News. (2006, December 19). *Quebec's Big Owe stadium debt is over*. Retrieved March 25, 2013 from <http://www.cbc.ca>:
<http://www.cbc.ca/news/canada/montreal/story/2006/12/19/qc-olympicstadium.html>
- Chappelet, J.-L., & Kübler-Mabbot, B. (2008). *The International Olympic Committee and the Olympic System*. Oxon: Routledge.
- Chatziefstathiou, D. (2005, April). *The Changing Nature of the Ideology of Olympism in the Modern Olympic Era*. Retrieved January 25, 2013 from <http://www.la84foundation.org>:
<http://www.la84foundation.org/SportsLibrary/Books/IdeologyOfOlympism.pdf>
- Choi, J., & Wang, H. (2007). The Promise of a Managerial Values Approach to Corporate Philanthropy. *Journal of Business Ethics* (75), 345–359.
- Chrysostomos, G., & Stotlar, D. (2006). *Evolution of Olympic Sponsorship and Its Impact on the Olympic Movement*. Retrieved February 27, 2013 from <http://la84foundation.org>:
<http://la84foundation.org/SportsLibrary/ISOR/ISOR2006q.pdf>
- Clarkson, M. (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *Academy of Management Reviews*, 20, 92-117.
- Coca-Cola. (n.d.). *Our Sponsorship of London 2012*. Retrieved February 25, 2013 from <http://www.coca-cola.co.uk>: <http://www.coca-cola.co.uk/olympic-games/our-sponsorship-of-london-2012.html>
- Cole&Weber United. (n.d.). *The best of us challenge*. Retrieved February 27, 2013 from <http://www.cwunited.com>: <http://www.cwunited.com/work/the-best-of-us-challenge-3#CaseStudyVideo>
- Co-operativesUK. (2010). *Barça: Fan ownership and the future of football*. Retrieved August 28, 2013 from <http://www.uk.coop>:
http://www.uk.coop/sites/storage/public/downloads/insight3_barra_0.pdf
- Court of Arbitration for Sport. (n.d.). *History of the CAS*. Retrieved February 4, 2013 from <http://www.tas-cas.org>: <http://www.tas-cas.org/history>
- DaCosta, L. (2002). *Olympic Studies Current Intellectual Crossroads*. Rio de Janeiro : Editora Gama Filho.
- Dahlsrud, A. (2008). How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions. *Corporate Social Responsibility and Environmental Management*, 1-13.
- Davis, J. A. (2008). *The Olympic Games Effect*. Singapore: John Wiley & Sons.
- Davis, J. (2012). *The Olympic Games Effect- How Sports Marketing Builds Strong Brands*. Singapore: John Wiley & Sons.
- Dow. (n.d.). *Worldwide Olympic Partner*. Retrieved February 25, 2013 from <http://www.dow.com>: <http://www.dow.com/olympicpartnership/index.htm>
- Duncan, T., & Moriarty, S. (1997). *Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships*. New York: McGraw-Hill.
- Duncan, T., & Moriarty, S. (1997). *Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships*. New York: McGraw-Hill.
- Edwards, A., & Skinner, J. (2006). *Sport Empire*. Oxford: Meyer & Meyer.

- Fassin, Y. (2009). The Stakeholder Model Refined. *Journal of Business Ethics* , 84, 113-135.
- FC Barcelona. (n.d.). *More than a club*. Retrieved August 27, 2013 from <http://www.fcbarcelona.com: http://www.fcbarcelona.com/club/board-members/detail/card/more-than-a-club>
- FC Barcelona. (n.d.). *Partnership with Unicef*. Retrieved august 29, 2013 from <http://foundation.fcbarcelona.com: http://foundation.fcbarcelona.com/projects/detail/card/partnership-with-unicef>
- Fédération Internationale de Football Association. (2010, May). *2010 FIFA World Cup™ Ticket Fund*. Retrieved April 14, 2013 from <http://www.fifa.com: http://www.fifa.com/mm/document/affederation/marketing/01/35/47/11/ticketfundinformationbooklet.pdf>
- Ferrand, A., Chappelet, J.-L., & Séguin , B. (2012). *Olympic Marketing*. Oxon: Routledge.
- FIFA. (2012, July). *FIFA Statutes*. Retrieved April 10, 2013 from www.fifa.com: http://www.fifa.com/mm/document/affederation/generic/01/66/54/21/fifastatutes2012e.pdf
- FIFA. (2004, April). *Inspection Group Report for the 2010 FIFA World Cup*. Retrieved April 17, 2013 from http://www.fifa.com/: http://www.fifa.com/mm/document/tournament/competition/ig_report_fwc2010_en_25997.pdf
- FIFA. (n.d.). *Mission & Statutes*. Retrieved April 10, 2013 from <http://www.fifa.com: http://www.fifa.com/aboutfifa/organisation/mission.html>
- FIFA. (n.d.). *Social Responsibility*. Retrieved April 15, 2013 from www.fifa.com: http://www.fifa.com/aboutfifa/socialresponsibility/index.html
- FIFA World Cup Legacy Trust. (n.d.). Retrieved April 17, 2013 from <http://www.2010legacytrust.com/: http://www.2010legacytrust.com/>
- Freeman, R. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing.
- Gauteng Tourism Authority. *2010 FIFA World Cup Guateng Economic Impact Report*. Johannesburg: Gauteng Tourism Authority.
- Georgiadis, K. (2011). *Pierre de Coubertin's Brookes Relations*. Olympia.
- Georgiadis, K. (2003). *The Revival of the Olympic Games in Modern Times*. Ekdotike Athenon.
- Giannoulakis, C., Stotlar, D., & Chatziefstathiou, D. (2008, July). Olympic sponsorship: evolution, challenges and impact on the Olympic Movement. *International Journal of Sports Marketing & Sponsorship* , 256-270.
- Government UK. (2013, February 20). *Creating a lasting legacy from the 2012 Olympic and Paralympic Games*. Retrieved March 1, 2013 from <https://www.gov.uk: https://www.gov.uk/government/policies/creating-a-lasting-legacy-from-the-2012-olympic-and-paralympic-games/supporting-pages/east-london-regeneration>
- Gruneau, R. (1984). Commercialism and the Modern Olympic Games. In A. Tomlinson, & G. Whannel, *Five Ring Circus. Money, Power and Politics at the Olympic Games*. London: Pluto Press.
- Hoekstra, E., & Milikowski, F. (2009). *De Droom van Zuid-Afrika. Achter de schermen bij het WK 2010*. Amsterdam: Carrera.

Inside the Games. (2013, March 16). *Cameron announces £150 million boost for school sport as part of London 2012 legacy*. Retrieved March 16, 2013 from <http://www.insidethegames.biz/>: <http://www.insidethegames.biz/olympics/summer-olympics/2012/1013374-cameron-announces-150-million-boost-for-school-sport-as-part-of-london-2012-legacy>

International Institute for Sustainable Development. (2004, May). Retrieved December 12, 2012 from http://www.iisd.org/pdf/2004/standards_definitions.pdf: http://www.iisd.org/pdf/2004/standards_definitions.pdf

International Olympic Academy. (n.d.). *The Organization*. Retrieved February 2, 2013 from www.olympic.org: <http://www.olympic.org/about-ioc-institution>

International Olympic Committee. (n.d.). *Commercial Partnerships*. Retrieved March 27, 2013 from <http://www.olympic.org/>: <http://www.olympic.org/commercial-sponsorships>

International Olympic Committee. (2013, June). *Factsheet Development Trough Sport*. Retrieved January 2013, 15 from Olympic: http://www.olympic.org/Documents/Reference_documents_Factsheets/Human_development_through_sport.pdf

International Olympic Committee. (2012, June 21). *Factsheet The Olympic Movement*. Retrieved February 3, 2013 from www.olympic.org: http://www.olympic.org/Documents/Reference_documents_Factsheets/The_Olympic_Movement.pdf

International Olympic Committee. (2005). *Host City Contract for the Games of the XXX Olympiad in 2012*. Singapore: International Olympic Committee.

International Olympic Committee. (2012). *Marketing Report London 2012*. Retrieved February 5, 2013 from www.olympic.org: http://www.olympic.org/Documents/IOC_Marketing/London_2012/LR_IOC_MarketingReport_medium_res1.pdf

International Olympic Committee. (2012, January 13). *McDonald's extends Olympic Games partnership through to 2020*. Retrieved February 14, 2013 from www.olympic.org: <http://www.olympic.org/news/mcdonald-s-extends-olympic-games-partnership-through-to-2020/149569>

International Olympic Committee. (n.d.). *National Olympic Committees*. Retrieved February 3, 2013 from www.olympic.org: <http://www.olympic.org/ioc-governance-national-olympic-committees>

International Olympic Committee. (2011, July). *Olympic Charter*. Retrieved January 2013, 14 from Olympic: http://www.olympic.org/Documents/olympic_charter_en.pdf

International Olympic Committee. (2012). *Olympic Marketing Fact File Edition 2012*. Retrieved February 6, 2013 from www.olympic.org: http://www.olympic.org/Documents/IOC_Marketing/OLYMPIC-MARKETING-FACT-FILE-2012.pdf

International Olympic Committee. (2006). *Olympic Solidarity Commission*. Retrieved January 28, 2013 from Olympic.org: http://www.olympic.org/Documents/Commissions_PDFfiles/creation_development_en.pdf

International Olympic Committee. (n.d.). *Recognised Organisations*. Retrieved February 4, 2013 from www.olympic.org: <http://www.olympic.org/ioc-governance-affiliate-organisations?tab=cas>

- International Olympic Committee. (n.d.). *Sustainability through Sport*. Retrieved May 16, 2013 from www.olympic.org:
http://www.olympic.org/Documents/Commissions_PDFfiles/SportAndEnvironment/Sustainability_Through_Sport.pdf
- International Olympic Committee. (2007). *Teaching Values, an Olympic Education toolkit*. Lausanne, Switzerland.
- International Olympic Committee. (2010). *The Contribution of the International Olympic Committee to the Millennium Development Goals*. International Cooperation and Development Department. International Olympic Committee.
- International Olympic Committee. (n.d.). *The Olympic Partner (TOP) programme*. Retrieved February 15, 2013 from www.olympic.org: <http://www.olympic.org/sponsors>
- International Olympic Committee. (2013, August 23). *UN creates International Day of Sport for Development and Peace*. Retrieved August 29, 2013 from www.olympic.org:
<http://www.olympic.org/news/un-creates-international-day-of-sport-for-development-and-peace/207997>
- International Olympic Committee. (2012, Juli). *www.olympic.org*. Retrieved May 18, 2013 from Factsheet Youth Olympic Games:
http://www.olympic.org/Documents/Reference_documents_Factsheets/The_Youth_Olympic_Games.pdf
- International Organization for Standardization. (2003, February 12). *International Organization for Standardization*. Retrieved March 28, 2013 from www.iso.org:
http://www.iso.org/iso/home/news_index/news_archive/news.htm?refid=Ref843
- Jamal, D. (2008). A Stakeholder Approach to Corporate Social Responsibility: A Fresh Perspective into Theory and Practice. *Journal of Business Ethics* (82), 213-231.
- Kaplanidou, K., & Karadakis, K. (2010). Understanding the Legacies of a Host Olympic City: The Case of the 2010 Vancouver Olympic Games. *Sport Marketing Quarterly* (19), 110-117.
- Keller, K. (1993). Conceptualizing, Measuring, and Managing Customer-based Brand Equity. (57), 1-22.
- Keller, K. (2003). *Strategic Brand Management*. Prentice Hall.
- Kenyon, J., & Palmer, C. (2008). Funding and sponsorship; the commercial impact of the 2012 London Olympic Games — some considerations. *Journal of Qualitative Research in Sports Studies*, 2 (1), 29-44.
- Kerr, S., Silva, C., & Bretherton, P. (2012). *Make Them Count! Corporate Social Responsibility as an Expression of the Olympic and Paralympic Values*. Retrieved January 20, 2013 from <http://www.coubertin-awards.org.uk/>:
http://www.academia.edu/1993773/_Make_them_count_Corporate_Social_Responsibility_as_an_expression_of_the_Olympic_and_Paralympic_Values_
- Kirkwood, K. (2004). Good as Gold: Commercial Aspects of WADA's Development. *Seventh International Symposium for Olympic Research*, 199-212.
- Kolk, A., & Tulder Van, R. (2002). International Codes Of Conduct Trends, Sectors, Issues and Effectiveness. pp. 2-10.
- Kotler, P., & Armstrong, G. (2001). *Principles of Marketing*. Upper Saddle River: Pearson.

- Lau, N. M. (2004). *The Corporate Social Responsibility of Sports Organizations*. International Center for Sports Studies, International Master (MA) in Management, Law and Humanities of Sports .
- Lemke, W. (2010). *The Potential of Sport Towards Peace and Development of mankind*. International Olympic Academy.
- Lenskyj, H. J. (2008). *Olympic Industry Resistance*. New York: State University of New York.
- Leonard , D., & McAdam, R. (2003, October). *Corporate Social Responsibility*. Retrieved December 12, 2012 from Texas Quality: <http://www.texas-quality.org/SiteImages/125/Reference%20Library/Social%20Responsibility%20-%20Leonard.pdf>
- Lewis, D., & Kanji, N. (2009). *Non-Governmental Organisations and Development*. Oxon: Routledge.
- LOCOG. (2012, December). *London 2012 Post Games Sustainability Report*. From www.london2012.com: <http://www.london2012.com/about-us/publications/publication=london-2012-post-games-sustainability-report/>
- LOCOG. (2013). *London 2012 Report and Accounts*. LOCOG.
- Loland, S. (1995). Coubertin's Ideology of Olympism from the Perspective of the History of Ideas. *Olympika: The International Journal of Olympic Studies* , IV, 49-78.
- London 2012. (2005, July 25). *Singapore Presentation - 6 July 2005* . Retrieved March 10, 2013 from <http://www.london2012.com>: <http://www.london2012.com/mm/Document/aboutus/General/01/22/85/87/singapore-presentation-speeches.pdf>
- Los Angeles Times. (2012, August 13). *Twitter: More than 150 million tweets were sent about Olympics*. Retrieved February 7, 2013 from www.latimes.com: <http://articles.latimes.com/2012/aug/13/business/la-fi-tn-twitter-2012-olympics-20120813>
- Lyberg, W. (2004). Memorias Olímpicas. *Journal of Olympic History* (12), 46.
- Müller, N. (2004). *Olympic Education: University Lecture on the Olympics*. Retrieved January 20, 2013 from Centre d'Estudis Olímpics : <http://ceo.uab.es/lec/pdf/muller.pdf>
- Mangan, J., & Dyreson, M. (2009). *Olympic legacies: intended and unintended*. Routledge.
- Martens, K. (2002). Mission Impossible? Defining Nongovernmental Organizations . *International Journal of Voluntary and Nonprofit Organisations* , 13 (3), 271-285.
- Martin, B. (1996). Ten reasons to oppose all Olympic Games. *Freedom* , 57 (15), 7.
- McDonalds. (n.d.). *The Olympic Games*. Retrieved February 25, 2013 from <http://www.aboutmcdonalds.com>: http://www.aboutmcdonalds.com/mcd/sustainability/library/best_practices/community/sponsorships/the_olympic_games.html
- Miah, A., & Garcia, B. (2012). *The Olympics, the basics*. Oxon: Routledge.
- Mitlin, D., Hickey, S., & Bebbington, A. (2005, May). Reclaiming development? NGOs and the challenge of alternatives. Manchester, UK.
- Moir, L. (2001). What do we mean by corporate social responsibility? . *Corporate Governance* , 1 (2), 16-22.

- Molblog.nl. (2006). *FC Barcelona Unicef Commercial in 128 landen*. Retrieved August 29, 2013 from <http://www.molblog.nl>: <http://www.molblog.nl/bericht/FC-Barcelona-Unicef-Commercial-in-128-landen/>
- Mountakis, C. (2012). Curriculum development in Olympic Education part II. .
- Mullen, J. (1997). Performance-based corporate philanthropy: how 'giving smart' can further corporate goals. *Public Relations Quarterly*, , 42 (2), 42-48.
- Muller, N. (2000). *uni-mainz.de*. Retrieved January 29, 2013 from <http://tocs.ub.uni-mainz.de/pdfs/098269518.pdf>
- Naul, R. (2008). *Olympic Education*. Maidenhead: Meyer & Meyer Sport.
- Neirotti, L., Brzezinski, K., Clark, K., Heisler, H., McClinton, A., & Watts, C. (2010). *2010 FIFA World Cup South Africa Corporate Social Responsibility Analysis*. The George Washington University School of Business.
- Nufer, G., & Bühler, A. (2011). Relevant factors for successful relationships between professional sporting organisations and their sponsors. *Journal of Physical Education and Sports Management*, 2 (3), 26-31.
- Olympic Solidarity. (2009). *2009-2012: Where the Action is*. Retrieved January 29, 2013 from Olympic.org: http://www.olympic.org/Documents/PDF_files_0807/os_2009_2012_en.pdf
- Olympic Solidarity. (2009). *Where the action is 2009-2012 Quedrennial Plan*. Lausanne: Olympic Solidarity.
- P&G. (2012, August 29). *Procter & Gamble Supports London 2012 Paralympic Games*. Retrieved February 25, 2013 from <http://news.pg.com>: <http://news.pg.com/blog/london-2012-olympic-games/procter-gamble-supports-london-2012-paralympic-games>
- Panasonic. (n.d.). *Olympic*. Retrieved February 25, 2013 from <http://panasonic.net>: http://panasonic.net/olympic/history/#!2012london_07
- Parent, M. M., & Smiths-Swan, S. (2013). *Managing Major Sports Events*. Oxon: Routledge.
- Parry, J. (2006). Sport and Olympism: Universals and Multiculturalism. *Journal of the Philosophy of Sport* (33), 188-204 .
- Payne, M. (2005). *Olympic Turnaround: How the Olympic Games Stepped Back from the Brink of Extinction to Become the World's Best Known Brand - and a Multi Billion Dollar Global Franchise*. London Business Press .
- Payne, M. R. (n.d.). *The Value and Equity of the Olympic Brand* . Retrieved August 6, 2013 from <http://www.michaelrpayne.com/>: http://www.michaelrpayne.com/article_fortune_2.html
- Payne, M. (n.d.). *The Value and Equity of the Olympic Brand*. Retrieved March 27, 2013 from <http://www.michaelrpayne.com>: http://www.michaelrpayne.com/article_fortune_2.html
- Preuss, H. (2004). *The Economics of Staging the Olympics*. Cheltenham, UK: Edward Elgar Publishing Limited.
- Puig, J. M. (2010). *Olympic marketing: historical overview: university lectures on the Olympics*. . Retrieved February 6, 2013 from <http://ceo.uab.es>: <http://ceo.uab.es/lec/pdf/puig.pdf>
- Ražnatović, P. (2011, september). Unpacking FC Barcelona Foundation: Examining the Forces Behind FC Barcelona's Philanthropy. The Hague, The Netherlands.

- Republic of South Africa. (n.d.). Retrieved April 17, 2013 from http://www.sa2010.gov.za/http://southafrica.usembassy.gov/root/pdfs/sa2010/sa2010_fsheets_ke-nako.pdf
- Republic of South Africa. (n.d.). *The legacy of the 2010 FIFA World Cup*. Retrieved April 17, 2013 from <http://www.sa2010.gov.za>: <http://www.sa2010.gov.za/en/node/2926>
- Salaheldeen, H. M. (2009). 17th International seminar on Olympic studies for postgraduate students. *Olympic Values and Multiculturalism*. Olympia, Greece: International Olympic Academy.
- Salcines, J., Babiak, K., & Walters, G. (2013). *Routledge Handbook of Sport and Corporate Social Responsibility*. Oxon: Routledge.
- Senn, A. E. (1999). *Power, Politics and the Olympic Games*. Champaign: Human Kinetics.
- Skinner, J., & Toohey, K. (2010). International Sport Public Relations. In M. Hopwood, J. Skinner, & P. Kitchin, *Sport Public Relations and Communications* (pp. 233-249). Butterworth-Heinemann/Elsevier.
- Smith, A., & Westerbeek, H. (2007). Sport as a Vehicle for Deploying Corporate Social Responsibility. *The Journal of Corporate Citizenship*.
- Swift, E. (1996, August 12). *See Y'all In Sydney*. Retrieved April 8, 2013 from <http://sportsillustrated.cnn.com/http://sportsillustrated.cnn.com/vault/article/magazine/MAG1008563/1/index.htm>
- Teetzel, S. (2004). The Road to WADA. *Seventh International Symposium for Olympic Research*, 213-224.
- The Association of Summer Olympic International Federations. (2012, July 25). *IOC's International Co-operation and Development Director Sithole to Retire in 2013*. Retrieved January 2013, 18 from ASOIF.com: http://www.asoif.com/News/News_Article.aspx?ID=2108
- The Olympic Museum. (2007). *The Olympic Movement*. Retrieved January 2013, 14 from Olympic: http://www.olympic.org/Documents/Reports/EN/en_report_670.pdf
- Thomson, A., Leopkey, B., Schlenker, K., & Schlenker, N. (n.d.). *Sport Event Legacies: Implications for Meaningful Legacy Outcomes*. Retrieved March 1, 2013 from <http://www.eventsandfestivalsresearch.com/http://www.eventsandfestivalsresearch.com/files/proceedings/THOMSON,%20LEOPKEY,%20SMALL%20&%20SCHULENKORF.pdf>
- Toohey, K., & Veal, A. J. (2007). *The Olympic Games: A Social Science Perspective, 2nd Edition*. Wallingford: CABI.
- Torres, M. (2003). Culture of Peace in both Ancient and Modern Olympism. *11th International Seminar on Olympic Studies for Postgraduate Students*. Olympia: International Olympic Academy.
- UEFA. (2007). *Regulations 2010 FIFA World Cup South Africa*. Retrieved August 30, 2010 from http://www.uefa.com/http://www.uefa.com/MultimediaFiles/Download/competitions/WorldCup/67/17/65/671765_DOWNLOAD.pdf
- UEFA. (2012, May). *Swap your Jersey – show Respect!* Retrieved August 29, 2013 from <http://www.uefa.com/http://www.uefa.com/uefa/socialresponsibility/respect/news/newsid=1792164.html>
- UK Sport. (n.d.). *International Inspiration*. Retrieved March 1, 2013 from <http://www.uk sport.gov.uk/http://www.uk sport.gov.uk/pages/international-inspiration/>

- UNESCO. (n.d.). *UNESCO*. Retrieved January 28, 2013 from Social and Human Sciences: <http://www.unesco.org/new/en/social-and-human-sciences/themes/physical-education-and-sport/mineps-2013/introduction/>
- United Nations. (n.d.). *Sport for Development and Peace*. Retrieved January 15, 2013 from United Nations: <http://www.un.org/wcm/content/site/sport/home/sport>
- United Nations. (2008). *United Nations and the Olympic Truce*. Retrieved January 20, 2013 from United Nations: <http://www.un.org/events/olympictruce/>
- United Nations. (n.d.). *United Nations Millennium Development Goals*. Retrieved January 2013, 13 from United Nations: <http://www.un.org/millenniumgoals/bkgd.shtml>
- Van der Merwe, J. (2009). The road to Africa: South Africa's hosting of the 'African' World Cup. In O. P. Bass, *Development and Dreams: The Urban Legacy of the 2010 Football World Cup* (pp. 18-32). Capetown: HSRC Press.
- Van Dooren, T. (2013, May 28). personal communication.
- Van Marrewijk, M. (2003). Concepts and Definitions of CSR and Corporate Sustainability: Between Agency And Communion. *Journal of Business Ethics* , 44, 95-105.
- Visa. (2012, May 7). "Cheer" on Team Visa Athletes at the London 2012 Olympic & Paralympic Games. Retrieved March 15, 2013 from www.visa.com: <http://blog.visa.com/2012/05/07/goworldlondon2012/>
- Vogel, D. (2005). *The Market for Virtue*. Washington D.C.: The Brookings Institution.
- Watts , J. (2013, June 9). *Brazil prepares for World Cup as criticism mounts over cost*. Retrieved August 6, 2013 from The Guardian: <http://www.theguardian.com/world/2013/jun/09/world-cup-brazil-cost-mounts>
- Willets, P. (2006, August 15). *What is a Non-Governmental Organization?* Retrieved February 2, 2013 from <http://www.staff.city.ac.uk/>: <http://www.staff.city.ac.uk/p.willets/CS-NTWKS/NGO-ART.HTM>
- World Anti-Doping Agency. (2011, June). *About WADA*. Retrieved February 4, 2013 from www.wada-ama.org: <http://www.wada-ama.org/en/About-WADA/>
- Yang, Y., Shi, M., & Goldfarb, A. (2009). Estimating the Value of Brand Alliances in Professional Team Sports . *Marketing Science* , 28 (6), 1095-1111.