Contents

Tables	V
Figures	VII
Abbreviations	1X
1. Introduction	1
1.1 Evolution of Corporate Social Responsibility	3
1.1.1 Friedman's (1970) View on the Concept	3
1.1.2 Carroll's (1979) View on the Concept	5
1.1.3 Related Concepts	7
1.2 Current Understanding of Corporate Social Responsibility	8
1.3 Corporate Social Responsibility in Professional Football	9
1.3.1 Economic Power of Professional Football Organizations	10
1.3.2 Unique Power of Professional Football Organizations	11
1.4 Practical and Theoretical Progress of Corporate Social Responsible	ility in
Sports	13
1.5 The Structure of the Thesis	17
2. A Comparative Perspective of the Corporate Social Responsibility Ef	forts
of UEFA and the NFL	21
2.1 Ethical and Philanthropic Responsibilities in the Pyramid of Cor	porate
Social Responsibility	23
2.2 Why Corporate Social Responsibility is Relevant in Profes	ssional
Football	25
2.2.1 Football as Big Business	25
2.2.2 Mass Media Distribution	26
2.2.3 Environmental Concerns	27
204D - ' D Ct	•

2.3 Methodology	28
2.3.1 Criteria of Analysis	29
2.3.2 Method of Analysis	31
2.4 Results	32
2.4.1 Attributes of the Corporate Social Responsibility Proje	cts 39
2.4.1.1 Social versus Environmental Projects	39
2.4.1.2 Partnership versus Independent Projects	40
2.4.1.3 Event-related versus Not Event-related Projects	s 43
2.4.2 Expenditures for Corporate Social Responsibility Proje	ects 45
2.4.3 Evaluation of Corporate Social Responsibility Projects	' Impacts48
2.5 Conclusions	50
2 Why Circa Matter for Dhilandanai - China dannah Faradati	
3. Why Give? Motives for Philanthropic Giving through Foundation UEFA and the NFL	
3.1 Motives for Philanthropic Giving	
3.1.1 Motives of Business Organizations	
3.1.1.1 Economic Motives	
3.1.1.2 Utility Maximization of Managers Involved	
3.1.1.2 Othery Maximization of Managers involved	
3.1.2 Motives of Individuals	
3.1.2.1 Altruism	
3.1.2.2 Self-Interest	
3.1.2.3 Religious Motives	
3.1.3 Motives of the Wealthy	
3.2 Motives for Establishing a Foundation	
3.2.1 Targeted Tool	
3.2.2 Long-Term Tool	
3.2.3 Public Relations Tool	
3.2.4 Disadvantages	
3.2.4 Disadvantages	
3.3.1 Criteria of Analysis	

3.3.2 Method of Analysis	79
3.4 Results	80
3.4.1 UEFA Association Level	80
3.4.2 NFL League Level	82
3.4.3 Comparison: UEFA Association and NFL League Level	83
3.4.4 UCL Team Level	86
3.4.5 NFL Team Level	89
3.4.6 Comparison: UCL and NFL Team Level	93
3.4.7 UCL Player Level	96
3.4.8 NFL Player Level	101
3.4.9 Comparison: UCL and NFL Player Level	108
3.5 Discussion	114
3.5.1 Differences in Football Governance between Europe	and the
United States	114
3.5.1.1 Ownership Models	114
3.5.1.2 "Zombie Race"	116
3.5.1.3 League Think	119
3.5.1.4 Role Model	120
3.5.2 Cultural Differences between Europe and the United Stat	tes 120
3.5.2.1 Identity	120
3.5.2.2 Religiosity	121
3.5.2.3 Social Security	121
3.5.3 Foundation Boom	121
3.6 Conclusions	123
4. Corporate Social Responsibility Reporting in Professional Football:	: The
Elaboration of a GRI Sector Supplement for Professional Football	Clubs127
4.1 Corporate Social Responsibility Reporting	131
4.1.1 Development of Corporate Social Responsibility Reporti	ng 132
4.1.2 Drivers of Voluntary Corporate Social Responsibility Re	porting 134
4.1.3 Global Reporting Initiative	136

4.1.4 Sector Specific Reporting1	140
4.2 Methodology 1	141
4.3 Results	143
4.3.1 Sporting Performance Indicators	144
4.3.2 Economic Performance Indicators	147
4.3.3 Environmental Performance Indicators	151
4.3.4 Social Performance Indicators	162
4.3.4.1 Labor Practices and Decent Work	164
4.3.4.2 Human Rights	i 70
4.3.4.3 Society 1	173
4.3.4.4 Social Responsibility	177
4.3.4.5 Product Responsibility	178
4.3.5 Discussion	81
4.4 Conclusions	183
5. Summary and Outlook 1	187
References	193