

CORPORATE SOCIAL RESPONSIBILITY AND ORGANISATIONAL PERFORMANCE OF A PROFESSIONAL FOOTBALL CLUB IN SOUTH AFRICA

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Abstract

This research investigated the relationship between Corporate Social Responsibility (CSR) and organisational performance at Ajax Cape Town FC a professional football club in the South African Premier Soccer League (PSL). The data collected suggested that Ajax Cape Town FC employed CSR initiatives and consequently enjoyed various benefits from these activities. The CSR activities facilitated access to the club's target market, developed and improved mutually beneficial relations with the community and consequently Ajax Cape Town FC experienced increased trust, a positive brand image and stronger loyalty from their fans. The outcomes of this study provide an insight into a South African professional football club and demonstrate how CSR initiatives can be used to successfully improve organisational performance.

Keywords: Shareholder Activism, Common Law, Civil Law, Hedge Funds, Corporate Governance

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1 Introduction

The sport industry is an industry that is growing throughout the world. Research in sport has also seen a significant increase as the world begins to realise the importance of the sport industry both socially and economically. This sentiment is included in the strategic document 'A Case for Sport' compiled by Sport and Recreation South Africa in 2009. The growth and development of the sport business industry requires sport managers to be aware and make use of techniques and strategies that are used in modern business organisations. However, sport has unique features that sport managers need to understand in order to successfully manage sport organisations.

Hoye et al. (2012: 4-5) suggest that one of the unique features of sport include a marked difference in the evaluation of performance between professional sport organisations and other forms of business enterprise, which might have the aim of making a profit, whilst professional sport organisations may also exist to win premierships, or to provide a service to stake holders or to meet community service obligations.

This perception is reinforced by Vamplew (1988: 13) who identifies two different types of sports organisations. He argues that sport organisations can be either profit-maximisers or utility-maximisers; then defines profit maximisers as sport organisations that aim to make a profit and utility maximisers as sport

organisations who are willing to sacrifice profits for the sake of winning games and championships.

Despite these differences, Blair (1997: 51-55) argues that sport franchises are no different from other companies in their intent to earn a profit and to make a positive impact in the economy of the cities in which they operate. If Blair's argument that sport franchises are no different from other companies in their intent to make profit is taken into account then it makes sense that sport organisations in this study are assumed to operate as other businesses. Carol (1991: 39-48) suggests that profit making organisations have legal responsibilities that they must adhere to in order to balance their profit making obligations. These legal obligations are the expectation of a business' compliance with the laws and regulations imposed by the national government, local government and the ground rules for running a business. Legal obligations deal with fair operations and ethics. Drawing from Carol's (1991: 39-48) definition of legal responsibilities, professional sport organisations are not only obliged, but required to engage in CSR activities.

This study makes a contribution in understanding how and if sport organisations can maximise their performance from their Corporate Social Responsibility (CSR) initiatives and by extension show the social and economic benefits of sport. The findings of the study will be relevant to other sport organisations, especially professional football clubs, both nationally and internationally.

2 Corporate Social Responsibility in Sport Business

Smith and Westerbeek (2004:112-113) define Corporate Social Responsibility (CSR) as a company's response to its social, political and economic responsibilities as defined through law and public policy. Business organisations are seen as citizens of the community and therefore have responsibilities towards the community. CSR is a growing interest and is seen as one of the key areas of sustainability for corporate businesses. CSR challenges businesses to clarify their ethics, acknowledge expectations of their actions in addition to their organisation's objectives (Breitbarth and Harris, 2008: 179-206).

However some theorists argue that businesses are under no obligation to practise CSR. Friedman (1970: 51-55) argues that when an organisation appoints someone to head CSR operations for the organisation, the individual then involuntarily imposes taxes on stockholders, employees and customers and decides how to spend the taxes. He maintains that the sole purpose of corporations is to make profits and he goes on to argue that it would be immoral for a business to neglect this primary purpose and engage in corporate social responsibility activities. This argument is supported by Davis et al. (2006: 39-45) who further expand on Friedman's theory to propose that what Friedman actually means is that by maximising profits, corporations would produce required goods and services that will naturally lead to positive social consequences.

Where Davis et al. (2006: 39-45) maintain that the corporation is not accountable to the community and has no responsibility towards it, Evan and Freeman (1993 102-103) argue that a business has responsibility to more than just the owners, stockholders and employees. They highlight that the local community plays a role in the success of the organisation because without it, the organisation could face being ostracised and distrusted. This could lead to the loss of valuable customers.

The arguments offered by Friedman (1970: 51-55) and Davis et al. (2006: 39-45) while thought provoking fail to take into consideration the fact that while corporations do pay taxes mainly because the law demands it, they have social obligations as well (Carol, 1991:39). CSR has reached a point where it is structured in a way that ensures the corporation receive maximum benefits. It is therefore not adverse to the corporation's objectives as Friedman (1970: 51-55) argued and could in fact be almost regarded as a business strategy.

The sport industry has also identified the importance of CSR such that organisations and mega-events have begun to run CSR programmes. Babiak and Wolfe (2006:214) suggest that sport organisations have no choice when it comes to CSR, they cannot ignore it. Breitbarth and Harris (2008:181) developed a

model using the four lines of thought of CSR which are:

- The political approach
- The integrative approach
- The ethical approach
- The instrument approach.

Their model is used to show the role of CSR in football business. They concluded that if these approaches are applied, they can create significant benefits for the sport and the organisations that govern it.

Walters and Chadwick (2009: 964-967) found that through CSR activities, a "community trust model of governance" is developed between the professional sport organisation and the community and from this model; six strategic benefits can be clearly identified. The six benefits are; the removal of community and commercial tensions, reputation management, brand building, local authority partnership, commercial partnership and player identification.

Burke and Logson (1996: 495-500) suggest that an organisation can plan their CSR strategically; this means they can select activities or programmes that complement their organisational goals and will therefore enhance their organisational performance. They highlight the benefits of strategic CSR to include:

- Customer loyalty, future purchasers;
- Productivity gains from increased employee loyalty and morale;
- Public relations and marketing advantage;
- New product or graphic market opportunities;
- First to market or leadership benefits and an edge in meeting emergency needs.

Servaes and Tamayo (2013: 1045-1061) hypothesize that CSR creates improved consumer perceptions towards the company something which could result in an increase in the stock value of the company especially if the consumers are aware of the company's activities. On the other hand, Orlitzky (2013: 238-254) argues that the increase of CSR in businesses today causes a lot of noise on the stock market, which in turn makes the market volatile and unstable. He argues that the arguments put forth by Friedman (1970: 51-55) have been forgotten as businesses have taken a more socially inclined approach.

These perspectives are important in sport as some professional sport businesses are listed in the various stock exchanges worldwide and as such would be affected by the same phenomena that affect other listed businesses in the stock market. Football clubs such as England's Manchester United, Germany's Borussia Dortmund and Italy's Juventus are trading well on the New York Stock Exchange, Frankfurt Stock exchange and Borsa Italiana, respectively (Harty, 2014).

To a certain extent, some sport organisations have developed a socially responsible orientation

through the application of the model designed by Breitbarth and Harris (2008:179-206), although this is mostly in utilitarian terms. However as new concepts of CSR are being developed and incorporated into the business world, it has become increasingly associated with return on investment and therefore the organisation's performance. Figure 1 shows the benefits that link CSR with organisational performance. The benefits of CSR looked at in this way are long term (Spaaij and Westerbeek, 2010:1361-1362).

While Spaaij and Westerbeek (2010: 1361-1362) show a positive relationship between CSR and organisational performance, Inoue et al. (2011: 531-549) found that CSR had a non-positive effect on the financial performance of professional sport organisations. They suggest that it could be that the public is unaware of the CSR activities of the team or

that the CSR programmes are not strategically planned hence the neutral effect. They go on to identify an interesting point in their discussion where they break down CSR into two groups, strategic CSR and responsive CSR.

They define strategic CSR as activities that target social issues that are connected to the organisation's operational objectives, for example, youth educational programmes that could yield potential employees. These activities are likely to enhance the organisation's financial performance. They define responsive CSR as activities that are designed to improve social issues that are unrelated to the organisation, for example, keeping crime off the streets programmes in the community. These activities are less likely to bring about an enhancement in financial performance for the organisation.



Figure 1. The role of CSR in corporate performance (Spaaij and Westerbeek, 2010: 1362)

The study done at Barcelona Football Club by Hamil et al. (2010: 475-504) shows a strong link with FC Barcelona's CSR programs and the organisations' performance. The authors posit that in the 2002/2003 period when other professional European clubs were signing lucrative sponsorship deals for their shirts, FC Barcelona chose to differentiate itself by having UNICEF on their shirts. They did not get any money from this agreement, but gave UNICEF 0.7% of their operating revenue. This marketing strategy propelled FC Barcelona's popularity in the countries outside Europe. Thus from the 2002/2003 to the 2006/2007 period, FC Barcelona experienced a change in their financial performance with an increase in their revenues because of their increased popularity and larger fan base.

Hamil et al. (2010:475-504) acknowledge that there are other factors that caused this change in performance like good management and good marketing on Barcelona's part as well as application of financial discipline. FC Barcelona's CSR activities

went global at this stage and their foundation which did most of the CSR for the club was expanded significantly. Chadwick and Arthur (2008 1-13) identify FC Barcelona's relationship with UNICEF as a shrewd marketing move which is socially, ethically and morally principled and as a model for CSR, it is exemplary.

Measuring CSR

Cho et al. (2012:54) suggest that there is increased pressure for businesses to show the public what happens beyond the financial reports they make public. CSR reporting is a new type of non-financial reporting that multinational companies have increasingly used. These non-financial reports are often evaluated, and a company's performance of CSR is generally quantified by rating agencies. For example, Morgan Stanley Capital International (MSCI) and Environmental, Social and Governance (ESG) Research provides in-depth analyses of the

environmental, social, and governance-related business practices of companies worldwide.

The Virtue Matrix

Martin (2002: 62-75) undertakes to explain the intrinsic worth of CSR for businesses and has designed a virtue matrix to calculate the return on CSR for companies. The matrix also answers a few important questions that organisations need to be aware of when assessing or designing their CSR strategies. The matrix addresses the following important questions:

- What motivates the demand for responsible corporate behaviour?
- Why does globalization affect CSR?

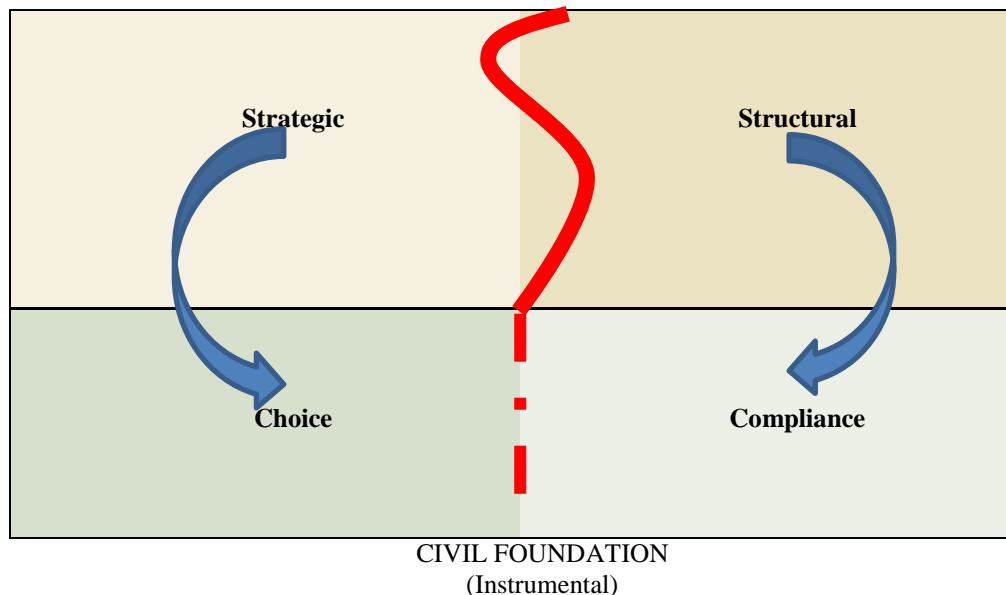
- What barriers affect increasing responsible corporate behaviour?

- What other forces add to stream of CSR?

The virtue matrix can be defined as “an analytical tool that helps executives think about the pressing issue of corporate responsibility”, (Martin, 2002: 69). Organisations can therefore use the virtue matrix to understand the generators of socially responsible behaviour.

The reasons for embarking on any CSR activity for any business are identified as either intrinsic or instrumental. According to Martin (2002:70-71) instrumental CSR is when an organisation does CSR to enhance their shareholder value while intrinsic CSR is done simply because the organisation believes it is the right thing to do regardless of whether it serves their shareholders’ interests or not. Figure 2 depicts the virtue matrix as designed by Martin (2002).

Figure 2. The Virtue Matrix (Martin, 2002: 73)
FRONTIER (Intrinsic)



The bottom two quadrants of the matrix show what is referred to as the civil foundation. These are the norms, customs and regulations. Organisations engaging in CSR at this point do so as a choice to follow the customs or they do so in compliance with the law. For example, in South Africa, professional sports like Cricket and Rugby must recognise and implement the ‘Transformation Charter’, which includes the quota system designed to eliminate inequality in sports for previously disadvantaged races in South Africa. Through this system, athletes of all races are eligible to play sport professionally based on their talent (Höglund and Sundberg, 2008: 805-818). This level of participation in CSR does not go beyond what is least expected of the organisation by the community. The activities are instrumental to enhancing and/or maintaining the shareholder value.

The upper quadrants represent frontier behaviour in CSR. This is where organisations become innovative in their CSR activities. Their motivation is entirely intrinsic, that means, their objectives are not to maintain or increase their shareholder value but rather to do well in the community (Martin, 2002:73). A good example would be Ajax Cape Town FC’s initiative to reduce crime; they have identified a need in the community and have created an initiative to fill that gap (Ajax Cape Town, 2013).

Programme Evaluation Matrix

Figure 3 was developed from (Edgington et al., 2004: 436) and is a matrix designed to measure the success of leisure programmes. This matrix considers the purpose, goals, strategies, program elements and results of a leisure program. The basis of this

approach is pre-determined goals and objectives that have measurable outcomes. Although the matrix was developed to measure leisure programmes, in the context of this study, it can be adapted and used to measure the success of the CSR programmes of Ajax Cape Town FC.

The fact that the matrix takes into consideration a number of factors, (the purpose, goals, strategies, program elements and results), rather than one aspect at a time makes it a valuable tool in measuring the success of the CSR programmes based on the objectives of the programme.

3 Research Design and Methodology

A mixed methods research approach was selected for collecting data in this study. Three data collection methods were used, including: content analysis, interviews and questionnaires.

Gratton and Jones (2010:167) define content analysis as the use of systematic procedures to describe the content of a text. The text can be audio, visual or written. The sources used were relevant online news articles, Ajax Cape Town FC's official website and performance records and reports obtained from Ajax Cape Town FC. The content analysed produced some quantitative data from PSL logs, team rankings, to numbers of Ajax Cape Town players that come from the development programme that have been successful in their football careers, both nationally and internationally. Some qualitative data was also obtained from CSR reports where the CSR

programmes were described in detail, objectives and outcomes defined and outlined respectively. The number of players identified by Ajax Cape Town FC from local communities was analysed against the number of players brought into Ajax Cape Town FC from other teams.

An interview schedule was designed to collect data from Ajax Cape Town FC officials and stakeholders. The interviews were semi-structured and conducted at the Ajax Cape Town FC Offices on appointment, this data was qualitative in nature. Finally, two questionnaires were designed, one to collect data from Ajax Cape Town FC first team players and one to collect data from the individuals that participate in the CSR programmes. The questionnaires were adapted from a questionnaire used by Dr. Matthew Tonts (2005) in his study entitled; "Competitive Sport and Social Capital in Rural Australia" with his permission.

4 Results and Discussion

Corporate Social Responsibility

From the interviews and the responses in the questionnaires, the results illustrated that Ajax Cape Town FC does have CSR initiatives that they implement in the community. It was also found that more than one community was targeted by their programmes. Table 1 portrays Ajax Cape Town FC's CSR initiatives

Table 1. Ajax Cape Town FC Community Schemes (Ajax Cape Town FC; 2013)

Community Scheme Programme	Description
1. The Ajax Cape Town Kick n' Learn Soccer Samba	Programme run in 140 schools which extend from Nyanga, Crossroads, Athlone, Bonteheuwel, Manenberg, Grassy Park, Philippi, Mitchell's Plain and Khayelitsha (Western Cape). Over 3 000 kids are reached with this programme and soccer coaching clinics are done along with life skills workshops.
2. The Street Sweep	Initiative is done at the Ikamva (Ajax Cape Town FC head office) which helps to re-integrate street kids back into their families. They are partnered in this initiative by the South African Police, Aegon and MTN
3. Ajax Awareness	The recruitment of schools into the kick and learn programme, also expanded to Model C schools as well. Success is seen in the number of the learners in this programme that attend home games as part of the Ajax Army
4. Holiday Soccer Coaching Clinics	A programme instigated every school holiday and is run at Ikamva. Over 500 kids attend these programmes and they are run for two days of the holiday. The target age groups are 6-15 and both boys and girls can attend the programmes.
5. Project 5000	This initiative gave the kids from the schools involved in the community scheme an opportunity to attend Ajax Cape Town FC home games. However since the move to Cape Town Stadium, the programme has stopped running due to financial constraints.
6. Initiative to reduce crime	This programme is run with the partnership of the British High Commission, Metropolitan police, South African Police, Charlton Athletic and British Airways. They aim to build community safety strategies and use sport to build community cohesion.
7. Other community Initiatives	Ajax Cape Town FC players visit prisons, shopping malls, hospitals, shelters.

Effect of Corporate Social Responsibility on Organisational Performance

The most reliable way to understand the expected performance of an organisation is to look at their objectives and then from there determine whether outputs are achieving on those objectives as expressed by Watt, (2003: 115-130), he suggests that the measure of success is always against the objectives of the organisation. There are a number of aims and objectives of Ajax Cape Town FC identified from the interviews, these are:

- To win the PSL with players developed from the Ajax Cape Town FC development structure;
- To develop players for Ajax Amsterdam;
- To develop professional football;
- To be the most successful club in Africa;
- To be the leading brand in Africa;
- To make a profit;
- To develop Cape Town talent.

From the results of the study, some of these objectives have been successfully achieved and some were not; for example, Ajax Cape Town FC has never won the premier soccer league and certainly not with players developed from the development structure. However they have one of the best development structures in South African professional football, they have a good brand and they identify and develop Cape Town talent.

The data collected revealed the following benefits for Ajax Cape Town FC from their CSR activities:

- Opportunity to identify potential players for the team;
- Increase number of loyal supporters;
- Facilitates access to sponsorship because of connections;
- Increased awareness of the club;
- To build a positive brand image.

The benefits identified contribute significantly to the performance of Ajax Cape Town FC for example; the benefits that accrued included the opportunity to identify potential players for the team, as well as the development of Cape Town talent. It is suggested that the homegrown talent identified and their development provide young players the opportunity to play in Europe as a part of the special relationship with Ajax Amsterdam. It is contended that the facilitation and implementation of such CSR programmes demonstrates that such activities contribute to the performance of the Ajax Cape Town FC organisation.

CSR for a Financially and Socially Successful Organisation

The strategic benefits identified by Walters and Chadwick (2009: 946-967) echo the benefits that Ajax Cape Town appears to derive from their CSR programmes. Table 2 highlights this similarity as evidenced by the data.

Table 2. The strategic benefits of CSR

Strategic Benefits (Chadwick, 2009: 51-66)	Ajax Cape Town FC Benefits From the CSR Programmes:
The removal of community and commercial tensions	Strengthen the relationship between the club and the community; Promote Brand loyalty
Reputation management	Keep the club in touch with the community
Brand building	Build the brand of the club
Local authority partnership	Support from the community
Commercial partnership	Brand Awareness
Player identification	Scout for potential talent

It should be acknowledged that whilst the majority of sentiment expressed by stakeholders, was on the whole positive, it was informative to observe that one of the Ajax Cape Town FC officials was unimpressed with the players' approach to the CSR programmes. He suggests that their lack of understanding of the significance of the CSR programmes obstructs the benefits that the organisation gets from the programmes. He is quoted below:

"No (there are no benefits for Ajax Cape Town FC) because the biggest challenge is that we wish those players understand why they do CSR programmes, they are not professional enough to understand that they are local celebrities. They need to

understand why they do these programmes; they are more focused on what time they will be finishing and how much overtime they are working, so they need to change their mentality and begin to understand why they do these programmes in the first place. So no I don't think it has an impact on the club at all".

CSR also has an impact on the financial success of the sport business organisation. While it is unfortunate (and a recognized limitation of the study) that Ajax Cape Town FC's financial records could not be analysed to gain specific empirical evidence, responses from the Officials during the interviews intimated that CSR is an important factor in the financial success of the organisation.

These findings are consistent with the suggestion made by Burke and Logson (1996: 496; 500) that an organisation can plan their CSR strategically; this means they can select activities or programmes that complement their organisational goals and will therefore enhance their organisational performance. It can be tentatively concluded that CSR is a necessary factor in a financially and socially successful sport business.

5 Recommendations

The findings identified areas that Ajax Cape Town FC ought to pay more attention to, so that they are better placed to increase their effectiveness as a professional club. The areas identified that appear to have a potential negative effect on the performance of the organization include:

- Lack of measurement systems in place to evaluate the success of their CSR activities;
- Players' limited understanding of the significance of the CSR programmes;
- CSR Department has an insufficient number of staff members.

The findings showed that Ajax Cape Town has a lack of quantifiable measurement systems in place to evaluate the success of their CSR activities. As a result, they have no way of monitoring if they are gaining something from the programmes. Measurement methods that could be used and/or adapted include the Morgan Stanley Capital International (MSCI) and the Environmental, Social and Governance (ESG) Research identified by Cho et al. (2012:54) and Marquez and Fombrun (2005: 304-308) used to measure the output of CSR. While they are all viable options for Ajax Cape Town FC, two measurement methods, namely the virtue matrix and the programme evaluation matrix suggested by Martin (2002:73) and Edgington et al. (2004: 436) respectively, were identified as the simplest systems that Ajax Cape Town FC can use to begin to measure their CSR output.

The virtue matrix will help them answer the following important questions:

- What motivates the demand for responsible corporate behaviour?
- What barriers affect increasing responsible corporate behaviour?
- What other forces add to stream of CSR?

Once these questions are quantitatively considered the CSR activities in question can then be classified as intrinsic or instrumental, they will then be able to identify which initiatives advance their shareholders' value and which initiatives are purely about giving to the community, and therefore prioritize accordingly.

The programme evaluation matrix (after Edgington) was intended to measure the success of leisure programmes, but in this case has been adapted to measure the success of CSR programmes. This

matrix considers the purpose, goals, strategies, program elements and results of a leisure program. The basis of this approach is pre-determined goals and objectives that have measurable outcomes.

An example of how one of the Ajax Cape Town FC CSR programmes would be evaluated using this matrix is shown in Figure 3. The results or outcomes are based on the objectives specified. The achievement of the goals are identified, which makes it easier to identify the short comings (and/or benefits) of the programme as far as achieving the goals, because the implementation strategy and programme elements are also examined.

An area of concern that was identified was the apparent lack of understanding by the players regarding the significance of the CSR programmes. The players are seen as the frontline representatives of the organisation and when the public talks about the organisation, they are likely to be referring to the players. Thus it is important that the players understand the role of CSR because they often take the lead in CSR activities and are visible in these programmes.

It is recommended therefore that when young talent is identified and drafted into the development programme, they must be educated about the importance and benefits of CSR, so that they understand that it is part of their responsibility as members of Ajax Cape Town FC to give back to the community. If the players are more visible and engaged, with the CSR programmes, then it is more likely they will add to the marketing aspect of the organization. This in turn can build on to the brand personality and identity of the club, which could even become a point of differentiation that gives them a market advantage, much like FC Barcelona maximises the benefits of their CSR activities.

Given the scope of the Community Scheme, it was observed that only three employees were allocated to this portfolio, and this may be construed to be insufficient manpower to plan, implement and evaluate the various programmes. There is a risk that they might become overwhelmed by the amount of work that they need to put in to be an effective department. The community scheme programmes require a lot of research as each initiative is tailored for the specific target area. Once research is completed, there must be a considerable amount of planning that goes into it and then these same employees must implement the activity and analyse its effectiveness.

It has already been shown that there are seven different initiatives run by Ajax Cape Town FC. If just one of these initiatives is taken, for instance the 'The Ajax Cape Town Kick n' Learn Soccer Samba, which targets 140 schools across the Western Cape; or even the holiday soccer coaching clinics where there is approximately 500 children at Ikamva for the holiday programme. These numbers could prove to be overwhelming for such a small number of staff. It is

therefore recommended that there be more employees involved in the community scheme or for the department to make use of volunteers to maximise their effectiveness.

Table 3. A matrix for identifying and analysing evaluative questions: the Ajax Cape Town FC Kick n' Learn Soccer Samba

Purpose	Categories of Evaluative Questions			
	Goals	Strategies	Program Elements	Results
To Aid in Accountability	<p><i>(What goals were chosen?)</i> To look for young talent in children; To be good citizens; To gather support for the team; To assist the community in addressing issues that the children are facing like drugs and gangsterism; To give back to the community.</p> <p><i>(What alternative goals might have been considered?)</i> Providing children with an opportunity to play, creating awareness of the club to the community,</p> <p><i>(How well have the goals been translated into objectives?)</i> The goals were easy to translate into objectives</p> <p><i>(Overall, what is the merit of the goals that were chosen?)</i> The objectives were set up such that both the community and the organisation benefit from the programme</p>	<p><i>(What strategy was chosen?)</i> An hour is divided into two sessions, a life skills workshop for 30 minutes and soccer training for the other 30 minutes outdoors</p> <p><i>(What other strategies might have been considered?)</i> The time spent on the sessions could have been more, the number of children in each group at a time could have been more</p> <p><i>(How well was the chosen strategy translated into an operational design)</i> Successfully</p> <p><i>(Overall, what was the merit of the chosen strategy?)</i> The time frame can be fit into the school schedule and children get the opportunity to play outside.</p>	<p><i>(What was the operational design?)</i> Three full time coaches deliver the programme to the schools. The programmes run for 6 weeks at a time.</p> <p><i>(To what extent was it implemented?)</i> The community scheme is rolled out to 140 schools across the Western Cape</p> <p><i>(What are the strengths and weaknesses of the design under operating conditions?)</i> Strength: a lot of schools are covered</p> <p>Weakness: Few staff members to cover all schools efficiently</p> <p><i>(Overall, what is the merit of the process that was actually carried out?)</i> The full time coaches are committed to the programme</p>	<p><i>(What results were achieved?)</i> This programme was done in 140 schools. Over 3 000 kids were reached with this programme and soccer coaching clinics are done along with life skills workshops.</p> <p><i>(Were the stated objectives achieved?)</i> Yes</p> <p><i>(What impact was made on the target audience?)</i> Imparting skills to the children; Provide positive role models for the children in the community; They give children the opportunity to play and be children;</p> <p>Local talent is identified and opportunities for development are provided; Give children in the community a different focus besides drugs and gangs.</p> <p><i>What long-term effects may be predicted?</i> Loyal support for the club from the community, potential talent can be identified and groomed</p> <p><i>(Overall, how valuable were the results and impacts of this effort?)</i> Worth the effort</p>

Conclusions:

This study has demonstrated that Ajax Cape Town FC implements CSR activities in different communities in the Western Cape. The study showed that there was a mutually beneficial relationship developed between the Ajax Cape Town FC and the Community through the CSR activities and the benefits for the football club included:

- Opportunity to identify potential players for the team;
- Increase number of loyal supporters;
- Facilitates access to sponsorship because of connections;
- Increased awareness of the club;
- To build a positive brand image.

CSR activities provided the club with a differentiation angle in terms of marketing strategy that makes them different from other professional

football clubs in South Africa and therefore gives them an advantage over their counterparts in the PSL. The CSR activities also provided Ajax Cape Town FC with an increased access to the market, as they built beneficial relationships with communities that constitute their target market. They have developed mutually beneficial relations with the community and resultantly enjoy such benefits as increased trust from the community, increased loyalty from their fans, access to local talent in the community and the building of a positive brand image; it is contended that these benefits advantage Ajax Cape Town FC with in terms of achieving their organisational goals.

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