



## **Beyond Sport Research**

*Understanding the benefits and barriers of investing in sport and development*

A project carried out by KantarSport, Beyond Sport, and SportAccord

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## Introduction

At Beyond Sport's 2010 global Summit in Chicago, the organisation announced a research project to explore the benefits and barriers to International Federations and companies of investing in sport and development. This was attained by unpacking the activities and attitudes of the three core groups involved in utilising sport to develop communities around the world: international sport federations, corporate companies and grassroots organisations/NGOs. Specifically the research aimed to address:

- The scope of companies and international federations (sector, size & region) currently involved in sport and development either by partnering with NGOs or delivering initiatives independently.
- The scope of companies (sector, size & region) not currently involved in sport and development but have other means of social responsibility schemes (CSR)
- Level and type of support provided to NGOs delivering sport-driven CSR programmes / projects.
- Benefits IFs and companies perceive by engaging in these types of sporting initiatives for IFs and companies.
- Barriers IFs and companies perceive in delivering and supporting grassroots / community initiatives.

This report highlights the key findings of the research, which will be discussed in more depth at Beyond Sport's global Summit in Cape Town between 5<sup>th</sup> – 8<sup>th</sup> December 2011.

This research is the result of a collaboration between KantarSport, Beyond Sport and SportAccord. More information on the project partners and the technical aspects of the project can be found in the Appendix.

## Engaging with the corporate world

Insight into how the corporate world engages with CSR and Sport

The majority (79%) of corporations interviewed that currently engage in programmes which use sport to generate a social change consider this to be a part of their corporate social responsibility (CSR) agenda. Given the origins of CSR (the need for corporations to demonstrate they have a social agenda), it is unsurprising that only 41% of corporations interviewed recognise the potential marketing benefits of their engagement in the sector.

However, 3 in 4 corporations interviewed engage in programmes that use sport to address social issues as a means to improve relations with stakeholders and enhance their organisations image and reputation. These are, by far and away, the key reasons cited. Other reasons include improving customer satisfaction (31%) and improving access to markets and potential customers (26%).

Chart 1: Benefits perceived by companies of supporting programmes that use sport to create positive social change (% saying each benefit)



Corporations that engage in CSR initiatives that do not use sport are also seeking the same outcomes (benefits to reputation, image and stakeholder relations).

When seeking corporate involvement, irrelevant of the support requested or offered, it is essential that the programme facilitators (NGOs, sporting organisations / federations) focus on the outcomes corporates seek. That said, with an apparent disconnect within corporations as to the role of CSR and sport (41% cite programmes they engage in to be marketing related; but 3 in 4 cite the key outcomes to be marketing based), hitting the right note in a proposal or pitch could be difficult.

NGOs and sporting organisations seeking support also need to overcome two key barriers corporations have identified that they face when deciding whether or not to commit to sport-driven CSR programmes: research and evaluation that proves outcomes can be generated and evidence that sport is a relevant vehicle. This links into the many previous reports and research papers published in the past – that more research is needed to unearth the proof of impact of sport and social change programmes.

Table 1: Barriers to supporting programmes that use sport to create positive social change (% saying each barrier)

Barriers among those engaged in sport CSR		Barriers among those not engaged in sport CSR	
Internal pressure on budgets	46%	Sport is not considered relevant to your organisation's values	31%
Insufficient research and evaluation of outcomes from the third party	41%	Insufficient information of the benefits of using sport for social change	19%
Insufficient information of the benefits of using sport for social change	36%	Lack of budget	14%
Difficulty interacting with local governments	31%	Insufficient research and/or depth of information from such requests	13%
Lack of support from NGBs	26%	Too many opportunities or requests	13%
Management of a CSR programme	23%	Under staffed/lack of internal expertise	11%
Accessing space and location where third party exists	15%	Never heard of such a programme	5%
Lack of support from IFs	13%	Difficulty interacting with local governments	3%
Lack of support from Rights Holders	8%	Inability to access space and location where such a programme exists	0%
Regulatory compliance	5%		
Meeting customer needs	5%		

These issues need to be overcome whether talking to organisations that already use sport or those that do not. Proving that sport is a relevant vehicle to those that do not currently use sport is very important – all (97%) already have a CSR agenda that supports programmes tackling, among others, environmental (50%), social inclusion (48%) and education (44%) issues. These are all areas where sport can play an important role if the benefits are adequately portrayed.

NGOs and sporting organisations both felt that the life skills attained through sport, sport's ability to access hard to reach groups, the common language of sport and the emotions generated by sport were all reasons to advocate its use. It is essential that these benefits and why they would work for a potential partner are highlighted early in the proposal or pitch process.

Pressure on budgets is also a key barrier to engagement cited by both corporations involved in the arena and those who are not. In almost all cases (85%) where a programme has a corporate supporter, financial assistance is the main support provided. Skills and volunteer time are only provided in 1 in 4 cases. Given the restriction on budgets and the willingness of corporations to provide non-financial support (2 in 3 provide employee volunteer time and 1 in 2 provide supporting, relevant skills), it is essential the NGO's and sporting organisations pitching for a partner provide clear non-financial ways in which the partnership can develop.

Between 50% and 66% of programmes that use sport to address a social issue run or engaged in by corporates, NGOs and sporting organisations aim to tackle the issue of child and youth development. It is easy to see how sport can be used to address this issue, but focusing on this one issue narrows the number of corporations that might be interested in offering support – as highlighted earlier, social inclusion and tackling environmental issues are high on the agenda of other organisations.

Finally, 1 in 2 corporates that support sport-based programmes partner with an NGO. While this is unsurprising given NGOs tend to be the main delivery organisations, it does highlight the willingness of corporations to work directly with NGOs providing the partnership delivers the relevant outcomes.

## Overall landscape

An analysis of the sport and social change landscape

Of the NGOs interviewed, 3 in 4 are running more than one sport-based programme that aims to generate a social change. 1 in 3 are currently running five or more programmes. The majority of NGOs operate in Africa, North America or Europe, but few were on the ground in Asia – however, this may be skewed given China's government structure around development and sport.

Chart 2: In what region(s) does your organisation currently operate in (% saying each region)



1 in 2 international federations interviewed run their own programme that uses sport to generate social change. In addition, 2 in 5 actively support programmes run by other organisations, mainly (61%) NGOs.

40% of NGOs flagship programmes have a corporate sponsor. Of this, 1 in 2 is a global brand / company and usually from the financial services sector or the sports / recreation industry. A similar number of programmes run by International Federations have a corporate sponsor (43%), however almost all were partners from the sports / recreation industry. NGOs appear to have had more success in bringing a diverse range of industries to the sports-driven CSR sector, with international federations (arguably) augmenting a current sponsor's (sports brand) involvement.

For both NGOs and IFs, once a partner was on board, their support appears to be long term with over 2 in 3 having supported a programme for two or more years.

In contrast to corporate partners, IFs are more likely to provide skills / expertise (72%) and employee time (56%). Only 1 in 3 claimed to provide direct financial assistance. For organisations seeking IF support, it is essential that in proposals and pitches, requests are focused in this area.



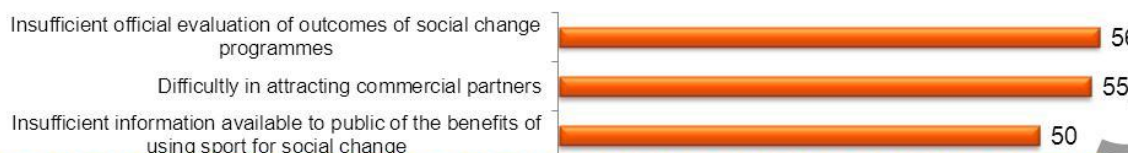
## Evidence and evaluation

A discussion on the industry issue surrounding evaluation

All stakeholders (NGOs, IFs, and Companies) interviewed raised the area of evaluation and information as a barrier to setting up / running and supporting sport driven CSR programmes. For both NGOs and IFs this impacts their ability to attract support and for companies, this impacts their ability to commit time or funds to programmes.

Chart 3: Barriers to setting up / running (NGO / IF) and supporting (Companies) programmes that use sport to create positive social change (% saying each barrier)

### NGO's



### IF's



### Corporate



Lack of information and evaluation leads to difficulties in attracting support.

Lack of information and evaluation coming through as a key barrier to support a programme.

As an industry, more needs to be done to express to companies not necessarily that sport 'works' as a social tool, but rather why sport can be used to address social issues (social inclusion, child / youth development, tackling environmental issues etc). In other words, more information on how sport programmes can be integrated and work alongside other initiatives to enhance approaches being made towards social issues.

Additionally, it is important for NGOs to highlight how sport-driven CSR can produce the desired outcomes corporate partners aim to achieve (improved stakeholder relations and improvements to reputation and image).

## Summary of recommendations

The research has highlighted a number of key recommendations for organisations seeking funding and/or support:

- When approaching a company as a potential partner already engaged in sport and CSR, focus on how partnering with your project could help achieve the company's own objectives through any support offered – these key objectives being **stakeholder relations** and **image & reputation improvements**
- When approaching a company as a potential partner not yet engaged in sport and CSR, focus on expressing how sport can be used to address specific issues that the company is already engaged in (health, education, poverty, etc.), and how that in turn creates relevant impact.
- When approaching a potential partner, especially International Federations, do not simply seek funding (especially in the current economic climate). **Actively include ways a potential partner's employees / skills could be utilised.**
- Engage in initiatives that aim to provide evidence that sport-based CSR programmes can deliver on the partner's objectives and show how sport can play a major role in positive social impact.

The entry list for this year's Beyond Sport awards (<http://www.beyondsport.org/the-awards/entries/>) highlights the quantity, quality and scope of projects being run globally and this research has highlighted the success both NGOs and IFs have had in securing corporate partners. However, the sector faces a number of challenges:

- How can NGOs and IFs secure more corporate partners ?
- How can a more diverse range of partners be secured – to date there is an overreliance on the finance and sporting sectors?
- How can the sector deliver the outcomes corporate partners require in return for funding?

These challenges will be addressed through a coordinated information gathering / evaluation process, dubbed 'Phase 2' of this research project to continue establishing a body of knowledge the industry as a whole can utilise.

## Appendix

### About the project partners

#### BEYOND SPORT

Beyond Sport is a global organisation that promotes, develops and supports the use of sport to create positive social change across the world. The organisation has been established by Benchmark Sport – an entrepreneurial network of brands and businesses specialising in the development of sport, entertainment and social properties. The brands owned by Benchmark Sport, focus on event development of the highest quality with a particular focus on creating and running innovative Awards programmes, business summits and networking events.

#### SPORTACCORD

SportAccord is the umbrella organisation for both Olympic and non-Olympic sports as well as organisers of sporting events. One of the main objectives is to unite and support international sports federations by encouraging and facilitating knowledge sharing and by providing expertise in relevant areas. SportAccord aims to promote its Members and to increase their visibility by establishing various multi-sports games that group together similar sports and put them on a worldwide stage

#### KANTARSPORT

KantarSport are the world's leading sports and entertainment research specialists, delivering actionable insights to over 250 sports federations, rights holders, clubs/teams, venues, broadcasters and sponsors globally. A specialist agency in Kantar Media with over 50 offices worldwide, KantarSport provides market leading monitoring, evaluation and market research services that help clients make more informed decisions about how sport and entertainment can impact on consumer behaviour in order to grow their business.

### Research Methodology

The research was conducted by KantarSport with the support of Beyond Sport and SportAccord. The data in this report was collected between January and June 2011 and all interviews were conducted online.

Sample	Sample Design and Size
<b>NGOs</b>	113 interviews were conducted. The survey was mailed out to Beyond Sport's database.
<b>International Federations</b>	44 interviews were conducted. The survey was mailed out to SportAccord's database.
<b>Corporates</b>	103 interviews were conducted. The survey was mailed out to a sample of 6,000 corporations from 16 countries. Further interviews were conducted by targeting appropriate individuals via LinkedIn.