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스포츠 매니지먼트 석사 학위 논문

**An Analysis of Korean Corporate Social
Responsibility Activities
in Youth Sports**

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Abstract

An Analysis of Korean Corporate Social Responsibility Activities in Youth Sports

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With the increasing number of Korean companies conducting philanthropic Corporate Social Responsibility (CSR) activities, there is insufficient research on the use of sports to deploy such activities. This study investigates the potential of youth sports programs as an effective choice for companies to deploy their philanthropic CSR activities. This study examines reasons why Korean companies choose or choose not to deploy CSR youth sports programs; characteristics of CSR youth sports programs; and the effectiveness of CSR youth sports programs in Korea.

CSR managers or staff who were conducting CSR youth sports programs were interviewed about the reasons behind conducting programs, the

effectiveness of the program, satisfaction levels, monitoring and evaluation procedures, etc. Interviews were also conducted with a CSR manager who did not have experience conducting CSR youth sports programs and an expert on CSR in Korea. The study found that CSR youth sports programs were uncommon, but companies targeting children found the programs to be effective. Companies looking to start a new CSR program turned to youth sports as an attractive solution to address social issues such as the integration of minority groups and the enhancement of children's physical, mental and social health. Some companies were reluctant to carry out CSR youth sports programs because they were expensive and required a specialized partnering organization to effectively carry out the program. The image of sport being a luxury and difficulty in extracting outcomes were other obstacles to deploy youth sports programs. A wide range of CSR youth sports activities could be observed. The programs' effectiveness was measured with the following criteria: satisfaction levels of the company, manager and participants; partial SWOT analysis by managers; implemented partnerships; monitoring and evaluation; the manager's viewpoint on the success of the program; and whether the manager would recommend the program to other companies.

Keywords: Corporate Social Responsibility, CSR, Korea, youth sports programs

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I. INTRODUCTION

1. Study background

With the increasing number of Korean companies giving importance to the implementing of Corporate Social Responsibility (CSR), and deploying philanthropic activities, sports is one area being invested into (The Federation of Korean Industries, 2013). Although CSR has many definitions, Carroll's (1979) four-part definition, which defines CSR as embodying the "economic, legal, ethical and discretionary categories of business performance" is widely cited (p.499). This research focuses on corporate activities in the discretionary or philanthropic category of CSR. CSR has become a fundamental part of a large number of companies and reflect their commitment to society. Companies' attitudes toward CSR have changed over the years from perceiving it as purely public relations or a philanthropic gesture to a useful practice for reducing company risk as well as creating a common base across commercial and societal objectives. CSR has become a strategy and drive of business with a strong focus on issues such as health, employment, education, environment and women empowerment, among others. Some philanthropic CSR activities include improving social infrastructure, promoting education, environment upgradation, building healthcare capacity and improving peoples' health, empowerment of women, and disaster relief programs. In India, a law

has even been passed imposing compulsory CSR obligations upon Indian companies and foreign companies operating in India.¹ In Korea, CSR initiatives are mainly focused on providing social services, helping the poor, granting scholarships, addressing environmental causes, and supporting research.

Despite the debates on CSR's effectiveness, CSR has generally being accepted for its long-term benefits and is increasingly being taken seriously by companies. CSR is recognized for its positive effect on consumers' perception and attitude toward a company (Murray & Vogel, 1997). In addition, CSR activities have been noted to usually positively impact a company's image, financial performance, market values and can increase competitiveness (Jones, Comfort, Hillier, & Eastwood, 2005). There has been some research on the two main types of CSR strategies that Korean companies have adopted: (1) pursuing long-term CSR strategy in line with their business and (2) decoupling and pursuit of CSR activities for legitimacy reasons (Jun, 2013). There is still little research available on sports CSR, let alone the use of sports in deploying philanthropic CSR activities, especially in Korea.

Existing research on CSR in the sports sector in Korea mainly focuses on causal relations concerning an organization's CSR activities and the effect on the organization's image, consumer's attitude toward the organization and consumer's purchase intent (Yoo, J. Lee, & K. Lee, 2008; Kim, 2012). In the

professional sports sector, there has been some research on professional baseball and football teams' CSR activities and how they affected the team's image, influenced fan satisfaction, loyalty and revisit intent (Park & Chang, 2010; Park, Moon, & Won, 2012; Noh, Han, & Kwon, 2013; J. Park & S. Park, 2013). Outside of the professional sports sector, companies are also conducting CSR sports activities such as running sport for all classes, building sport complexes, sponsoring tournaments, etc. (Yoo, J. Lee, & K. Lee, 2008). There has been research that shows CSR activities deployed through sport to have a positive effect on corporate ability, corporate reputation and corporate trust (Lee, 2012). However, there is little research on the effectiveness of CSR sport programs, especially from the beneficiary or community standpoint.

Despite the diverse areas where philanthropic CSR programs can be carried out such as health care, education and culture, it is important to take a look at why companies choose CSR sport programs rather than other programs such as youth science and music camps, educational programs, scholarships, health services, etc. It is also worth understanding companies' areas of preferences for their philanthropic CSR activities and why companies may be reluctant to conduct CSR sports programs.

There is much potential in the union of CSR and sport. Sport has many inherent factors, which make it a very promising vehicle for deploying CSR activities such as its distributive/symbolic power and its ability to

transcend and bridge social and economic gaps and improve the quality of life (Smith & Westerbeek 2007). Levermore (2011) mentions how CSR and sport are being increasingly supported as agents of social and economic development.

Even though opportunities for youth sports in Korea are increasing, especially through the increase of school sports clubs, opportunities for youth sports are still very limited and can be quite costly when outside of school. Yet, youth involvement in sport is known to present many benefits in the healthy growth of youth physically, psychologically and socially; can contribute to decrease in aggression and violence; and provide opportunities for learning (Ewing, Gano-Overway, Branta, & Seefeldt, 2002). In addition, sport-based youth development programs, which include sport-based interventions or the use of sport in prevention programs use a deficit-reduction approach, which addresses youth problems such as obesity, computer games/internet addiction, bullying, violence, etc. (Lerner, Almerigi, Theokas, & Lerner, 2005). In Korea, sport is starting to be seen as a potential solution to youth problems such as school violence (Lee & Jo, 2013). With the paucity of youth sports programs in Korea, companies can contribute greatly to society by choosing to deploy some of their CSR activities through youth sports programs. If good quality and effective CSR youth sports programs are encouraged to expand, this can

have a strong impact on youth to grow healthier in mind and body, and contribute to a healthier and happier society.

2. The purpose of the study

This study seeks to investigate the potential of youth sports programs as an effective choice for companies to deploy their CSR activities. The first step is to examine reasons why Korean companies choose or choose not to deploy CSR youth sports programs. Second, the study will explore and review characteristics of CSR youth sports programs in Korea. Third, this research will take a look at the effectiveness of CSR youth sport programs in Korea both from the company and beneficiaries' perspectives. This will help to provide suggestions for Korean companies and partnering sport organizations when conducting future CSR youth sports programs.

Research questions

R1: Why do some companies in Korea choose youth sports programs to deploy their CSR activities? Why are other companies reluctant to carry out CSR youth sports programs?

R2: What are the characteristics of CSR youth sports programs in Korea?

R3: How effective are CSR youth sports programs in Korea?

II. THEORY

1. CSR

1) Definitions of CSR

A single definition of CSR does not exist. Although CSR is a relatively simple idea originating around the idea that companies should make a contribution to society beyond their profit-making activities, scholars have failed to agree on a common definition (Godfrey & Hatch, 2007). There is only a general consensus that CSR is concerned with the societal responsibilities that a firm should have. There have been numerous efforts to define CSR over the past fifty years (e.g., Bowen & Johnson, 1953; Carroll, 1979; Holme & Watts, 2000). Howard Bowen's first published a book in 1953 about the social responsibilities of the businessman. This publication is regarded as the birth of modern academic writing on CSR. Carroll (1999) even called Bowen the "Father of Corporate Social Responsibility" (p.270). Later, Carroll (1979) defined CSR as "the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" and businesses' social responsibility to meet them (p.500). Carroll (1999) reviewed more than 25 different CSR concepts in various academic literature with a focus on major contributions made to the evolution of the CSR notion.

When debating the definition of CSR, the arguments are largely centered on two opposite poles: economics and moral philosophy (Godfrey & Hatch 2007).

According to the European Commission, CSR is defined as “the responsibility of enterprises for their impacts on society”(COM(2011) 681). The European Commission encourages enterprises to have a “process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders.”¹

Campbell (2006) mentions that conventionally, many researchers define CSR as “actions taken by a firm that are intended to further social welfare beyond the direct economic, technical and legal interests of the firm, such as by providing child care for employees, giving to charity, or pursuing environmentally friendly practices” (p.928).

Going back in history, Sethi (1975) proposed three logically distinct elements of corporate social responsibility: social obligation (obeying the law), social responsibility (compliance with norms, values and expectations of society) and social responsiveness (policy, program and capability development to minimize detrimental consequences of demands in society).

¹ http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm?

Although a general consensus exists concerning the need for CSR, the extent of such responsibilities are widely debated in literature. Some authors such as Bowen (1953) state that companies have a responsibility to serve society. Others argue that corporate responsibilities are limited to addressing those that its activities directly or indirectly affect such as Maignan and Ferrell (2004).

CSR is also perceived as a form of competitive advantage, as consumers increasingly demand ethical business practices (Luo & Bhattacharya, 2006). Many firms now recognize that CSR can be beneficial in creating a positive image for the company in the community, giving it a competitive edge (Lichtenstein, Drumwright, & Braig, 2004).

Corporate social responsibility (CSR) can also be viewed as an important marketing strategy benefiting the economy and society. In 1991, Wood introduced corporate social performance, a concept that comes from both corporate social responsibility (a company's commitment to society) and corporate social responsiveness (effectiveness stakeholder concerns at good and bad times).

The World Business Council for Sustainable Development provides another important definition of CSR: "continuing commitment by business to behave ethically and contribute to economic development while improving the

quality of life of the workforce and their families, as well as of the local community and society at large” (www.wbcd.org).

CSR can be considered as a field of scholarship with permeable boundaries and is a field attracting much interest among academics. Academically, the general consensus is that CSR represents actions advancing social good that go beyond the firm’s economic interests of the firm, and what is required of them by law (McWilliams and Siegel, 2000). Although Carroll (1999) stresses that corporations should fulfill all of the four components – economic, legal, ethical and discretionary responsibilities – of CSR simultaneously, this paper focuses only on the discretionary responsibilities, which are described as the voluntary roles corporations assume.

2) CSR trends

Corporate social responsibility (CSR) has transformed from a once insignificant and frowned-upon idea to one of the most embraced concepts by corporations in the past two decades. CSR was still considered a joke and a contradiction in the business community in the 1970s (Lydenberg 2005). By the late 1990s, however, CSR was almost universally accepted by all kinds of organizations from corporations, governments, non-governmental organizations and the individual consumer. Many international organizations such as the United Nations and World Bank also have endorsed CSR and have even created guidelines and invested in further research and the promotion of

CSR. At the end of the 1990s, nearly 90 percent of Fortune 500 firms incorporated CSR as an essential part of their business strategy and reported and promoted CSR activities in their annual reports (Boli & Hartsuiker 2001). This is an immense increase from the less than 50 percent of Fortune 500 firms mentioning CSR in annual reports in 1977.

Although empirical evidence has not proved a positive outcome of CSR on financial performance (Margolis & Walsh 2003; Vogel 2005), an increasing number of shareholders and investors have come to accept the notion that the strategic deploying of CSR activities could benefit the firm financially in the long run.

On the other hand, CSR has been vehemently criticized by public intellectuals like Milton Friedman as being an unfair and costly burden for shareholders (Carroll, 1999). For such reasons, managers of companies viewed CSR as a financial burden on the company with uncertain outcomes and thus were reluctant to deploy CSR activities until the late 1970s. One danger Friedman (1962) saw concerning CSR was the risk of opportunistic executives misusing shareholder funds in the name of CSR while seeking to improve their personal social status. He also doubted the ability of managers to effectively deal with social problems.

The concept of CSR has continued to be rationalized over the past two decades as a tool to assist in achieving broader organizational goals including

reputation and stakeholder management. CSR for the environment has also gained much support of investors. Recently, the Coalition for Environmentally Responsible Economies (CERES) convinced leading institutional investors in the US and Europe to collaborate to address issues of the environment, society and corporate governance. CERES advocates that proactive environmental management both improves competitive advantage and eradicates unnecessary risks.

CSR is not a fad that will stop trending, but an important business component that has been accepted and integrated into the business operations of companies (Jun, 2013). It has emerged as a global trend engaging corporations, governments, international organizations and civic groups (Sahlin-Anderson, 2006). CSR can be used by corporations to improve their overall image (Dowling, 1986), which can lead to the organization's sustainable competitive advantage (Amis, Pant, & Slack, 1997).

CSR became more attractive to corporate managers after it was rationalized and connected to corporate performance, and this led to its diffusion among corporate actors (Vogel, 2005). Only two decades ago, managers felt CSR was not compatible in the pursuing and realizing the goals and values of the company (Ackerman, 1973; Klepper & Mackler, 1986). Hence, mid-level managers resisted the notion of implementing CSR even if CEOs might have been keen to carry out CSR. This is because they could not

observe clear business objectives in CSR. In 2004, the US Chamber of Commerce and Corporate Citizenship Center located at Boston College surveyed many companies regarding CSR and found that 82 percent of them believed good corporate citizenship helped a company's financial earnings (Rochlin, Witter, Mirvis, Jordan, & Beevas, 2004). Moreover, these companies also regarded corporate citizenship as a priority on their business agenda. Enthusiasm for CSR could be observed in both prospering companies as well as companies struggling financially. In the same survey, 23 percent of financially underperforming companies the previous year actually increased their CSR investment. This shows that many companies believe that investing in CSR will eventually pay off in the long run.

3) CSR in Korea

When Korean firms carry out CSR activities, they mostly focus on helping the poor, giving scholarships, and donating to social services and issues related to the environment and research. Some focus on enhancing their image and reputation as a good corporate citizen while others take purely charitable and philanthropic approaches. Different factors such as the firm size, corporate reputation, top management commitment and need to legitimize influence the type of CSR activities the firm may engage in (Jun, 2013).

Jun (2013) says that it has not been long since Korean companies have started taking CSR serious and adopting it as a part of their business practices.

Two types of CSR taken up by Korean companies are (1) when companies pursue long-term CSR strategy in line with their business and (2) when companies decouple and pursue CSR for legitimacy purposes (Jun, 2013).

Many companies in Korea involve in philanthropic activities due to a push by the top management or founder. Samsung's founder Lee Byung-chul was very supportive of charitable causes. Hanhwa Group has systematically and strategically involved itself with CSR such as by helping communities where the company had business operations and to cater the CSR activities to the need of the community (Lee & Choi, 2009). Many companies have partnered with non-profit organizations that have expertise in meeting particular social needs. In some cases, companies invest their resources and lend its brand name recognition to non-governmental organizations. Large companies have even created their own CSR teams to manage the CSR activities of the company, develop reports to inform others and evaluate their CSR activities. Larger companies with higher market reputations and top management support are more likely to take long-term sustainable CSR approaches that incorporate business-related resources into CSR activities.

Some firms partake in CSR activities for legitimizing reasons. Legitimacy is when organizations seek congruency between the social values associated their activities and acceptable behavioral norms in society. When companies pursue CSR activities superficially without strategic incorporation

of its business strengths or focused direction and vision, they are most likely for legitimacy reasons (Jun, 2013). Although CSR is not mandated by the law, it gives social legitimacy to companies concerning their operations. Companies can externally display that they are keeping with what is considered to be expected of them, especially as the public cannot individually check the extent of genuineness of a company's CSR actions. Companies have a strong need to maintain legitimacy in the eyes of their stakeholders and societal institutions.

Companies often just follow the CSR activities of other companies in order to improve their image and complete their duty of being a responsible corporate citizen of society (Jun, 2013). Many companies have concentrated their efforts primarily on education, schools, research and social needs areas, but have not taken the extra effort to match their selection of CSR involvement with their line of business. For example, Hyundai supports young musicians and the arts and Hanwha Chemical pursues a variety of charitable works such as sponsoring or organizing concerts to further music development, caring for the elderly in small agricultural towns, running soccer programs for underprivileged youth, and supporting environmental preservation activities (Jun, 2013). Both companies could invest in CSR activities that are more in line with their actual businesses and aim for a congruent message that ties

them together to signify a distinctive CSR image about the company and what business it operates.

CSR activities conducted by many Korean firms tend to be short-term efforts that can be easily abandoned. Sometimes firms end up spending more money marketing the CSR campaign than on the actual project. If companies do not have a long-term, permanent vision or strategy in place, then, they will be less likely to consider the “fit” issue and seek legitimacy, in which they would conduct a CSR project just to avoid criticism for not conducting any activity at all. Companies conducting CSR activities for legitimacy reasons most likely do not view CSR as part of being a corporate citizen of society, but as an expenditure to meet pressures and expectations of stakeholders. Developing meaningful and relevant criteria for each stakeholder to measure the impact of CSR initiatives and creating plans to customize initiatives to the specific concerns of stakeholders will help to increase the success of CSR activities (Davis & MacDonald, 2010).

According to Corporate Community Relations White Book 2013, the amount of money being spent for CSR in Korea in 1996 was 300 billion KRW (300 million USD) and increased to 3.25 trillion (3.25 billion USD) in 2012. Korean companies spend 3.58 percent of their profit before tax cuts on CSR activities, which is more than twice the amount Japan spends.

CSR began as a simple philanthropic giving by companies and has evolved to a more participative style where executives and employees get involved and there is effort to match or connect the CSR activity with the business operations and attempt to solve or at least reduce social problems. For example, a car company enterprise developed an application for children to learn about traffic safety, and an electricity company developed warm electric products for the disabled.

In 2012, companies have spent 62.5 percent of CSR expenditures in the form of donations and 37.5 percent in the form of running projects. 31.7 percent of CSR projects were in the social welfare sector, 16.1 percent for education, school, academic research, and 11.1 percent for culture, arts and sports. The other 25.7 percent was categorized as “other,” which shows that CSR projects and approaches are becoming more diverse and complex. Some of the areas categorized as “other” include creation of employment opportunities for the poor, supporting the traditional markets, aiding youth venture businesses, and supporting the development of skills and technology of small and medium-sized enterprise. Companies are using CSR to address a variety of social issues and problems. There are also some CSR activities that combine more than one area.

41 percent of donations were to companies’ own foundations whereas 35.6 percent was donated to non-profit organizations (NPOs). The percentage

of donations for NPOs increased from the previous year of 28.6 percent. Two out of three companies' CSR managers mentioned that they preferred carrying out CSR activities in partnership with NPOs or other organizations and 80 percent mentioned that the main reason for this was the partner organization's in the field experience, expertise and network. Ten or more years ago, the number of companies carrying out CSR activities on their own did not even reach 10 percent. After the year 2000, companies began to take charge of their own CSR projects. 33 percent of company CSR managers revealed that they preferred carrying out CSR activities on their own opposed to through partnerships with other organizations. 63 percent of companies have reported internal CSR evaluation systems. However, seven out of 10 companies expressed the need for a more objective evaluation system of CSR developed by a trusted organization.

In terms of sustainability, 43 percent of companies responded that three to six years was a reasonable period to carry out a CSR activity whereas 31 percent of companies responded that more 10 years was a reasonable period. It turned out that CSR projects carried out for more than 5 years tended to have an average lifespan of 10.7 years. In a survey of 145 companies in 2013, 84 percent of companies reported that they were developing CSR programs that were related to their company's business; 74 percent said they allowed for employees to work pro bono by donating their skills or knowledge.

64 percent were using SNS to strengthen their communications with society, 64 percent were deploying global CSR programs and 61 percent were operating CSR programs in which customers could participate. More than 50 percent of companies revealed that their main target of CSR activities was children and youth.

Internal obstacles faced by companies when carrying out CSR activities included the lack of a person or department in charge of CSR as well as a lack of expertise in CSR. External obstacles included the lack of social recognition, external pressure and demands that infringe on the autonomy of the project, and the distorted view of others.

Korean companies are starting to realize that CSR is not merely a cost, but a sector that can be invested in for a win-win situation for companies and society. Investment in CSR activities in Korea has grown tremendously since the 1990s, when the scale of CSR was less than 1 trillion won. In the beginning of the 2000s, expenditure grew to be 1 trillion won; in 2008 it exceeded 2 trillion won; in 2011 it grew to 3 trillion won; and in 2012 to a record of 3.25 trillion won. This growth in investment in CSR activities reflects the increasing importance given to CSR activities for companies.

4) Debates concerning CSR

A) Benefits

CSR provides the opportunity for companies to reconnect with their values; show its concern for issues in society; and enhance their institutional status through its actions to help solve problems afflicting the human race (Logsdon & Wood, 2002). CSR has gained legitimacy as it spreads throughout different fields in society.

During the 1950s and 1960s, proponents of CSR took a pragmatic stance that CSR would be beneficial in the following ways: (1) limit increasing government regulation; (2) develop a stronger society both socially and economically that would act as a base for business success; (3) improve the company's reputation among customers; and (4) sustain high quality employees (Whetten, Rands, & Godfrey, 2001). CSR also provided a strategic opportunity for firms to make business opportunities out of social problems (Godfrey, 2009). Later, from 1970 to 2000, scholars used empirical data in an attempt to show not only the social benefits of CSR, but also the benefits to stakeholders by linking it to the strengthening of corporate financial performance.

Many scholars support CSR's dual characteristics of benefiting both the company and society through its link with corporate financial performance (Aguilera, Rupp, Williams, & Ganapathi, 2007; Barnett, 2007). Many researchers state that CSR's financial benefits for the organization come from its ability to increase profits and public support (Lee, 2008). Also, there are

additional intangible assets apart from financial benefits such as reputational capital; employee commitment; networks among key institutions, both regulatory or legislative; companies' business and institutional environment development; and possible mitigation of media scrutiny (Lee, 2008).

The resource-based theory of the firm provides insights on how CSR contributes to the firm's financial performance in terms of both internal and external benefits. Branco and Rodrigues (2006) explain these benefits as follows: internally, CSR activities, and disclosure of these activities, are critical in creating intangible resources and capabilities for employees, which are in turn crucial for a successful. A positive CSR reputation can improve employees' motivation, commitment, morale, and loyalty to the organization, which may lead to positive financial outcomes. In addition, CSR initiatives can foster important management competencies such as solving problems, discovering inefficiencies and incentivizing employees. Externally, engaging in CSR activities and disclosure can enhance a corporate reputation, which is an essential intangible resource. This is accomplished by providing the firm a good relationship with external stakeholders including customers, investors, suppliers and competitors. Based on the thinking of Branco and Rodrigues, the resource-based perspective is considered as the most appropriate theory of the firm to explain how CSR leads to the corporate financial performance both internally and externally (Lee, 2012).

B) Critiques

Critiques of CSR criticize it as being an apology for the negative byproducts of the firm in society (Himmelstein, 1997). Godfrey (2009) describes CSR as blood money to redeem itself for past sins and a mask hiding self-interest. Even though CSR is now universally accepted, CSR still struggles for legitimacy from academic economics and practitioners seeking to maximize shareholder wealth. Critics also judge CSR as an anti-capitalist behavior (Friedman, 1970) and even label it a socialist notion (Easterbrook & Fischel, 1991).

Extensive effort has gone to prove CSR and corporate financial performance's (CFP) positive relationship, yet, the results remain largely inconclusive (Margolis and Walsh 2001; 2003). Margolis and Walsh (2001) could not find concrete evidence supporting the link between CSR and CFP despite their extensive review of 90 studies. Some concern exists about how long CSR will be a valued practice since no concrete data and evidence linking CSR activities with CFP has yet to be found.

Becker-Olsen et al. (2006) argue that "consumers are unlikely to blindly accept corporate social initiatives as sincere actions and thus may or may not reward the firm" (p.46). Further, research suggests that consumers may even punish corporations if their social involvement appears to be insincere (Becker-Olsen, Cudmore, & Hill, 2006; Sen & Bhattacharya, 2001).

Measurement of CSR outcomes is critical since it has the potential to enhance understanding of the societal contribution and thus sincerity of CSR to consumers (Lee, 2012).

CSR carried out with strong business motives may create a bias when corporations select their CSR strategies, as certain CSR activities will be more lucrative in terms of potential profitability or market demand. This will lead corporations to focus CSR activities on less costly and more profitable social issues, while conveniently ignoring other, possibly more urgent social needs (Lee, 2008).

Lee M. calls for further basic research on CSR to be conducted. Lee says the development of better measures of CSR is needed. Current research on CSR continues to lack objective tools to measure and compare corporations' social performance. KLD Research & Analytic indicators and the most admired corporations list in Fortune magazine are widely used measures of CSR. Yet, they have limitations as measures are subjective and based on eclectic data and opinions (Harrison & Freeman 1999; Vogel 2005). Lee also notes that most research on CSR has taken a corporate perspective until now. Social perspectives of CSR and impact on corporations have rarely been attempted.

2. CSR in sport

More than being a mere marketing or business decision such as pure sports sponsorship, CSR interventions focus on the business' contribution to improve communities where it operates. Sport is seen as an effective CSR medium, as it builds values such as teamwork and fair play, qualities that socially-responsible businesses strive for. Sport can also build good community relations as well as involve employees and suppliers. Sport offers perceived added value to the sponsor through its visibility, convening power and potentially high return on investments. Meanwhile, sport is being increasingly used as a vehicle of social change for good in peoples' lives at all levels – local, national and international.

However, the power of sport as an agent for social development is often overshadowed by the attached commercial image from professional sporting events. Sport programs can both improve individual lives and enhance a sense of community and act as a catalyst bridging social and economic gaps.

Bradish and Cronin (2009) describe the growing support for “good sports” in the last decade, as can be observed in the increase of initiatives and charitable programs.

1) Types of CSR in sport

Sport's unique role in society and the increasing recognition of sport's power to tackle social issues allows for the close relationship between CSR and sport (Walters, 2009). Smith and Westerbeek (2007) make a strong argument for sport as a powerful tool to deploy CSR by presenting seven features. These features include: (1) a powerful communication tool through sport's popularity and global reach, especially through mass media; (2) youth appeal, which allows children to be attracted and more likely to engage in CSR sport programs, especially if attached to a sport personality or organization; (3) positive health impacts from the physical exercise aspect of CSR sport programs; (4) social interaction through group participation; (5) ability to integrate and facilitate better understanding of other cultures; (6) enhanced awareness about environmental and sustainability issues through some sport activities; and (7) immediate gratification benefits by participating in a CSR sports activity.

Generally, there are two key features in the relationship between sport and CSR. First, CSR through sport is where non-sport-related corporations use sport as a method to connect with customers and enhance their profile and reputation, and improve their products' brand image with the hope to ultimately improve financial performance. Walker et al. (2010) states how CSR helps build a reputation for a company and gain sustained consumer patronage and hence, can influence the attitudes of consumers toward the

organization. Second, CSR in sport describes the relationship between sport related organizations and stakeholders in society and defines sport related bodies' role and obligations in society.

CSR can be argued to be an important and highly relevant aspect for different sport related bodies and several different types of CSR behavior within sport exist. For example, sport federations, professional sport leagues, professional sport clubs, individual athletes and sporting goods businesses can all engage in different forms of CSR activities from league-wide programs, to setting up charitable foundations, etc. (Walters, 2009).

Some of the benefits that sport related bodies can experience through the strategic use of CSR are: enhanced corporate reputation, competitor differentiation, development of fan loyalty, competitive advantage, better financial performance, recognition, and improved relations with community. These benefits can play a very important role in influencing stakeholder attitudes and buying behavior.

One area that sport related bodies address through CSR are issues assisting vulnerable, disadvantaged or underprivileged children and giving back to their communities. They also highlight and generate awareness of sport's social impact on issues such as social integration, peace promotion, anti-discrimination, education, poverty, and health-related causes through fundraisers and partnerships with non-profit organizations.

Not only do sport organizations have youth appeal, but also the power to communicate and distribute through mass media (Walters & Tacon, 2010). Impact and visibility of sport in society allows CSR to address social issues more effectively.

Sport has the ability to break cultural, social, ethnic and religious barriers and unify people. The sport industry has definitely become one of the new players of modern national and international markets (Cappato & Pennazio, 2006). Even though CSR is a strategically an important area of focus for sport related bodies, it has rarely been evaluated and explored in the sport management research arena. Sport managers and organizations should be aware of CSR developments and the strategic importance sport (Filizoz & Fisne, 2011).

As the sport industry grows to be increasingly prominent both economically and socially throughout the world, the social responsibilities of related personnel such as athletes, coaches, league officials and team owners has been highlighted (Godfrey, 2009). Hence, professional sport organizations have rapidly begun engaging in socially responsible initiatives (Athanasopoulou, Douvis, & Kyriakis, 2011).

Sport's omnipresence has led to sport organizations to become influential members of the global community as big businesses. At the same time, sport organizations must face a consuming public that is increasingly

informed and aware of corporate policy and the related social aspects. Consequently, the majority of organizations within the sport industry have adopted CSR programs. Examples abound of activities carried out by multinational sport companies such as Nike and Reebok and professional leagues such as the NBA and NASCAR that allocate resources to the underprivileged members of society (Athanasopoulou, Douvis, & Kyriakis, 2011).

When looking at professional sports, the “Sports Philanthropy Project” was founded in 1998 and devoted to “harnessing the power of professional sports to support the development of healthy communities” (Sports Philanthropy Project, 2007). This organization has supported over 400 philanthropic-related organizations in the United States and Canada that are associated with team foundations, league initiatives and athlete charities (Bradish & Cronin, 2009). The NFL and NBA ’s humanitarian and education initiatives, which are carried out through partnerships with the United Way and Read to Achieve, respectively, are just two of the many initiatives that sport leagues are involved with. Commissioner David Stern of the NBA stated that the two mission of the NBA were to be a successful league and to use the league’s strength for social responsibility (Genzale, 2006).

Team CSR activities may include athlete volunteerism, community development, educational initiatives, health-related initiatives, community-

based environmental programs, philanthropic/charitable donations, fan appreciation, etc. Walker & Kent (2009) proposed four categories for professional sport teams' CSR activities: community involvement, youth educational initiatives, youth health initiatives and philanthropy.

FIFA spends more than 40 percent of its income for CSR activities such as support for grassroots soccer, development work, and partnerships with relief organizations (FIFA, 2004, p. 66). FIFA has also created an internal CSR unit to oversee and manage its CSR activities. Adidas Group publishes two corporate responsibility publications that cover various topics such as the environment, community affairs, working conditions and employee programs (Adidas Group, 2008).

2) Difference between CSR in sport and sports sponsorship

Sponsorship can be defined as an exchange between a sponsor and a sponsored entity (also called a "property"), through which the sponsor supplies cash and/or goods to a property in exchange for the rights to exploit the commercial potential derived from the association with the property (Meenaghan, 1983). Charitable giving, on the other hand, does not entail leverage of the association and there is little or no expectation of return (Javalgi, Traylor, Gross, & Lampman, 1994; Speed & Thompson, 2000). Therefore, the commercial intent differentiates sponsorship from corporate giving or philanthropy (Polonsky & Speed, 2001). However, the emergence

and attractiveness of cause-related marketing and cause sponsorship have blurred the lines between sponsorship and philanthropy despite their key differences.

Although companies are increasingly engaging in social causes and philanthropic activities to build a community-focused corporate image, according to International Events Group, 70 percent of sponsorship spending is presently allocated to sports (Klayman, 2008). Sport is unique in its power to attract mass audiences on local, regional and global levels (McKelvey & Grady, 2008) and engage with participants and audiences on emotionally, which has shown to be beneficial for sponsors.

3) Rationale for CSR and sport

Sport events, programs, activities and facilities have been increasingly touted as an important tool in addressing social issues including community development, well-being, health, education, societal equity, sustainability and peace by various organizations including for-profit companies, non-profit organizations, governments and sport organizations. In spite of the popularity and expected outcomes of these programs, there has been little empirical research to examine the actual social impacts, effectiveness or values of sports in society and measure the actual outcomes from sport-based social initiatives. This might be owing to the intangible or

unobservable characteristics of the outcomes of sport-based social initiatives which deal with goods or services that are difficult to quantify or value such as areas related to health, well-being, environment, societal equity, education, sustainability and peace. Often, this intangibility or unobservability of the outcomes can lead to low awareness of and even skepticism toward the social initiatives from various stakeholders including the general public. Therefore, more quantifiable, standardized and systematic measurements would be useful to efficiently communicate the roles, effectiveness, impacts or values of sports for those areas in society. These measurements can help persuade policymakers and various partner organizations including governments, corporate sponsors, non-profit organizations and non-governmental organizations of their justified roles, investments and outcomes in sport related social initiatives (Lee, 2012).

Sport has recently been recognized by many organizations including the International Olympic Committee (IOC) and United Nations Office on Sport for Development and Peace as a powerful tool to advocate education, health, culture, sustainable development and peace. The universal popularity of sport gives it a unique potential in global communication platforms as well as the capacity as a powerful and positive force for social change (Beutler, 2008). Through its positive social contributions, sport has been recognized as

an effective vehicle to influence society and communities in particular (Smith and Westerbeek, 2007).

Some ways that CSR can be deployed through sport are via sponsorships, cause-related marketing, gifts in-kind, donations and employee volunteering (Smith and Westerbeek, 2007).

Lawson (2005) identified that sport, exercise and physical education (SEPE) could contribute to sustainable and integrated social and economic development in the five areas: 1) social networks, 2) collective identities, 3) health and health enhancing environments, 4) well-being and 5) human capital development. He argues that sport, exercise and physical education can generate and strengthen social networks among participants, their families, residents and professions. Consequently, strong social networks produce social trust, norms of reciprocity, coordination and collaboration and animate democracy and sustainable development of civil society (Lawson, 2005). Second, he states that sport, exercise and physical education can be designed to further the development of collective identities by bridging inter-group differences, facilitating solidarity and integration. Third, Lawson reasons that sport, exercise and physical education can enhance health and create healthy environments, which are vital to development initiatives. Fourth, sport, exercise and physical education can improve well-being, which includes health, nurturing relationships, opportunities for identity development,

harmonious relations and reduction of social exclusion (Lawson, 2005). Fifth, sport, exercise and physical education can contribute to human capital development, which is focused on the knowledge, skills, attitudes, competence, capacity and citizenship of individuals and groups (Lawson, 2005).

Sport's uniqueness as both a social and an economic institution makes it well suited for business principles and practices of CSR (Sheth & Babiak, 2010; Smith & Westerbeek, 2007). CSR has only begun to receive scholarly attention within sport management within the past decade (Breitbarth & Harris, 2008; Walker & Kent, 2009; Walker, Kent, & Rudd, 2007). Smith and Westerbeek (2007) deliver a persuasive argument for CSR and sport's potential as they highlight the unique features and benefits of "sport corporate responsibility."

4) CSR in sport overseas

CSR and sport overseas can be observed in the form of development through sport, professional sports' programs, companies' sports broadcasting, sport-related and non-sport related investment into sport. The increase of CSR through sport can be observed around mega events such as the Olympic Games and the FIFA World Cup (Levermore, 2011). In Levermore's research (2011), he surveyed CSR for development through sport programs and initiatives that took place in relation to the 2010 FIFA World Cup in South Africa as well as others that were identified as good practices by the

interviewee. Some of these CSR for development through sport initiatives include Barclays Spaces for Sport, Castrol Skillz holiday program with Grassroots Soccer, Deloitte Disability Sport Program, IFA's, "Football for Hope," Goal, The International Table Tennis Federation Development Program, McDonalds' Player Escort program, MTN's Y'ello Care program and Sony's "Dream Goal 2010" program.

Many professional sports teams engage by giving back to the community through CSR activities. Professional sport leagues and franchises in the United States have been actively implementing CSR initiatives (Walker, Kent, & Vincent, 2010). Many professional sport organizations deploy CSR initiatives to boost community relations, build positive brand associations and generate revenue streams. Successful and notable CSR initiatives by professional sport leagues in the United States include: NBA Cares; NFL's Play 60; NHL's Hockey Fights Cancer; and MLB's Stand Up To Cancer. FC Barcelona also applied strategic CSR by collaborating with UNICEF.

Some companies choose to invest more in elite sport and the fostering of talent opposed to grassroots sports. Indian company Tata Steel invests in world-class sports facilities such as in the maintaining and managing of international level arenas. Tata Steel also creates sports academies to foster young talent such as the Tata Football Academy and Tata Archery Academy,

nurseries for sport in India. In addition to its world-class sports academies for soccer, archery and athletics, Tata Steel has invested in other sports by creating training infrastructure for 18 other sports disciplines.

The sports broadcasting company Sky Sports funds the Living for Sport initiative, which was launched in the United Kingdom ten years ago. The broadcaster funds athlete mentors each year to visit schools and speak to disadvantaged children. Other companies conducting CSR sport programs include Tesco, which supports The Football Association's Youth Skills course in Britain; McDonalds, which funds coaching for kids soccer clubs; Sports World, which supports the FAI summer camps; Subway, which has sponsored cycling safety programs; and Kelloggs, which supported Swim Ireland's children's programs.² The giant company Ford also worked with the UK football anti-racism campaign Kick It Out, which engaged young people around the company's plant at Dagenham, near London. The partnership aims to educate young people in the area on diversity and other issues and is supported by the involvement of current and former players including Luther Blissett, Kieron Dyer and Bobby Barnes.

During the Conference on "Corporate Social Responsibility: Changing Lives through Sports" in New Delhi in 2011, Kirk Harrison, former head of Barclays Spaces for Sport, described how sport-based CSR activities can be effectively linked to business while disseminating specific messages through

these sports. He emphasized the value of sport as a platform to address social issues and foster development, highlighting the experiences Barclays has had in reducing crime in parts of the UK.

5) CSR in sport in Korea

In Korea, sport-related CSR activities have been expanding through sports organizations and athletes' strategic efforts; however, such initiatives remain in relative infancy. Given the growth of global sport CSR trends, the designing and implementation of more deliberate CSR programs by Korean sport leagues and franchises should be considered.

In Korea, many companies have invested much money in sponsoring professional sports as well as to develop Olympic sport talent. For example, Samsung sponsors six professional teams and seven amateur teams. In 2012, Samsung carried out sport mentoring classes by inviting professional sport stars to teach a clinic for children.

There are two models of CSR sport programs: 1) companies either work in cooperation with a local sport organization and fund the program, but are less involved in the actual implementation and 2) companies plan and conduct the CSR activity completely on their own. Different models used for CSR youth sport activities are sport classes, educational programs using sports, sport clubs, sport camps, sport events/competitions, sports mentoring, watching sport games, sponsoring or giving scholarships to potential sports

talent (including disabled), and organizing marathons to raise money for a particular cause.

6) Previous research on CSR in sport

Only recently have researchers begun to acknowledge CSR's relevance in a sporting context through the examination of sport clubs' CSR activities. For instance, Walker (2007) researched the consumer's perceptions and reactions to the CSR of their team by surveying NFL football attendees. His results suggested CSR's positive effect on word-of-mouth intentions, reputation and merchandise consumption, but not on media consumption or repeated purchase. Babiak and Wolfe (2006) examined the United States' Super Bowls and NFL community outreach initiatives and emphasized the importance for sports organizations to carry out CSR activities that are related to their business. Other articles conceptualize CSR in a sporting context such as Smith and Westerbeek (2007) outlining its unique features of sport and CSR and their potential to deliver greater community benefits.

There is little research done to date examining these collaborative initiatives through sports between corporations, NPOs/NGOs, and sport organizations. Sport contributes to business and society in a various ways both tangibly and intangibly. Many different kinds of organizations and entities including corporation, non-profit organizations (NPOs), non-government

organizations (NGOs), governments, sport organizations, athletes and celebrities have been utilizing sports to enhance their competitive advantage or performance as well as improve societal well-being through various forms of commitment including sponsorship, partnerships or CSR practices. The number of organizations and entities (e.g., the United Nations, IOC, FIFA, Nike, Adidas, FC Barcelona, Manchester United, NFL, MLB, NBA, EPL, PGA, JP Morgan Chase, Hyundai Motors, Samsung, FedEx, numerous athletes and their foundations) that have been engaging in sport-related CSR programs have been drastically increasing in the past two decades.

Accordingly, the number of participants and beneficiaries have been exponentially increasing. The social outcomes to beneficiaries from sport, however, are frequently in the difficult-to-measure constructs, typically in areas related to health, well-being, societal equity, education, gender equality, disability, environment, sustainability and peace. Often, these characteristics of intangible outcomes from participation in sport may lead to low awareness of and even skepticism toward the sport-based social initiative, its actual impacts on the beneficiaries and the social commitment of the various stakeholders involved in delivering it (e.g., sponsor, partner, investor, consumer, employee, volunteer). If sport's values as social contributions are not properly captured, communicated and leveraged into the valid reputation of the organizations and entities, the potential of sport, especially community-oriented sport programs

or initiatives will also be undervalued and underleveraged to the general public, fan, sponsors, partners, donors, volunteers, employees, investors and media. Subsequently, sustainable supports and investments to the sport-based social programs and the expected win-win outcomes to multiple stakeholder parties may be limited. In these challenges, a quantifiable, standardized and systematic measurement would be useful to capture and efficiently communicate the intangible roles, effectiveness, impacts or values of sports for those areas in society to various stakeholders and justify their supports, investments and resources (Lee, 2012).

It has become increasingly important for corporations to demonstrate socially responsible behaviors. Neale et al. (2007) uses the Psychological Continuum Model (PCM) as his theoretical framework to examine CSR's meditational role on the relationship between sport participation motivation, event attachment and purchase intent of a sport event's sponsors' products. Sport event participants (N=689) participated in a questionnaire to measure sport participation motivation (recreation and charity), attachment to the event, CSR and purchase intent of sponsors' products. The results showed that a strong meditational link between CSR, purchase intent and sport participation motivation and a partial meditational link influencing the attachment on purchase intent.

Bradish and Cronin's (2009) research analyzed organizational documents and interviewed eight professional sport executives from the Major League Baseball, National Basketball Association, National Football League and National Hockey League teams that demonstrated a commitment to CSR initiatives in order to determine the motives behind the organization's CSR involvement. Their results revealed that in the driving of CSR initiatives, external determinants, defined as strategic responses to institutional pressures such as league pressures, key constituents and interconnectedness, were more important than internal drivers, defined as a resource-based view of the firm, including coaches, athletes and facilities. They presented a framework from their findings for assessing CSR in professional sport, based on an organization's external or internal orientation.

Of interest, they conclude that while focused on societal needs, CSR initiatives stemming from external pressures usually cannot be sustained long-term, as they are not largely in accordance with an organization's internal values and inherent core competencies. Conversely, they noted that organizations where CSR initiatives are well-aligned with their internal resources generally capitalize on the relationship between CSR and their core business functions, but may often neglect important societal needs. Therefore, they suggest that the optimal CSR condition is when sport organizations have both high external and internal determinants, which leads to greater societal

gain through the maximization of both internal resources and external stakeholder benefits.

The authors extend the CSR and sport literature by providing the context to take a look at sporting events' legacies and social contribution as well as signaling the need for additional work in order to better understand the relationship between sport, community development and CSR theory (Bradish & Cronin, 2009).

Athanasopoulou et al. (2011) sought to identify the types of CSR initiatives engaged by sports organizations, their predecessors, and their impact on the company and society. The research examined case studies of a professional football team and a professional basketball team in Greece and their CSR initiatives.

The major identified factors that affect CSR activity in sports included: pressure from leagues, sponsors, local community, and global organizations; team CSR strategy; and orientation towards fulfilling their duty to society (Athanasopoulou, Douvis, & Kyriakis, 2011). Relief of vulnerable groups; philanthropy; a better reputation for the firm; increase in fan base; and finding sponsors more easily due to the social profile of the team were some of the major benefits of CSR. However, those benefits were not measured. The only positive measurable benefits of CSR were the increase in tickets sold, web site traffic and TV viewing statistics after CSR activities. CSR promotion was

mainly done through press releases, web sites, newspapers and word-of-mouth communications.

Athanasopoulou et al.'s (2011) research indicates the following key points in order for teams to successfully carry out CSR activities: need to effectively deal with outside pressures (community; sponsors; leagues; global organizations); balance social and corporate benefits of CSR; integrate CSR in strategy; measure effects of CSR on major performance indicators such as brand equity, reputation, attendance figures and fan loyalty; and create an effective promotional plan for CSR activities.

While CSR has become an increasingly prevalent area of study in management and organizational behavior literature, the concept has only recently entered the sport management area. On the other hand, the large majority of organizations, from multinational companies like Nike and Reebok to professional sport associations like the NBA and NASCAR, within the sport industry have adopted CSR programs (Wallace, 2004). Professional sport teams are also increasingly getting involved in socially responsible activities.

The majority of CSR related work in the sport management field covered cause-related sport marketing, where partnerships between sport organizations and charitable causes along with related communication strategies and marketing programs have been examined from both the organization and consumer perspective. Other works have examined CSR

within a sport event context, suggesting that sport entities can articulate a commitment to CSR through a variety of events by involvement in civic engagement as well as community outreach (Babiak & Wolfe, 2006).

Another emerging area of CSR in sport related research is focused on environmental sustainability (Babiak & Trendafilova, 2009; Ioakimidis, 2007). Finally, CSR and corporate citizenship as a necessary component of sport management pedagogy has also been examined (Mallen, Bradish, & MacLean, 2008). In sum, this growing body of sport management literature supports a CSR perspective and suggests further opportunities for sport practice and theory (Bradish & Cronin, 2009).

CSR is both an ambitious and ambiguous concept in sport management. Godfrey (2009) offers an informative and important contribution by presenting a general overview of CSR and related issues for both the theory and practice of sport management. Godfrey (2009) examines the unique nature of CSR relative to sport, in light of its institutional structure and actors. He concludes his paper revisiting his original and intriguing premise that “CSR may be good for sport and sport organizations and sport may be good for CSR” calling for the important need of broadened participation—in both theory and practice—in this discourse, which will contribute to further legitimize CSR (p. 712).

3. Youth sports

1) Characteristics of youth sports programs

A) Definition of youth

“Youth” is considered as a transition period from the dependence of childhood to adulthood’s independence.³ The UN defines “youth” as persons between the ages of 15 to 24 years. The definition of a child under the 1989 UN Convention on the Rights of the Child (CRC) includes all human beings under the age of 18 unless the relevant national law recognizes an earlier age. In this paper, I will refer to youth sport programs for children under 18 years old.

B) Definition of sport

Wikipedia defines sport as “all forms of usually competitive physical activity, which through casual or organized participation, aim to use, maintain or improve physical ability and skills while providing entertainment to participants, and in some cases, spectators” based on definitions from Sport Accord and the Council of Europe. Although many organizations such as Sport Accord and the International Olympic Committee require sport to have an element of competition, other authorities have a broader definition of sport. According to the Council of Europe’s definition of sport, “sport” means all

forms of physical activity, which through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationship or obtaining results in competition at all levels.⁴ The UN Inter-Agency Task Force on Sport for Development and Peace defined sport, for the purposes of development, as “all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games.”⁵ This paper will follow broader definitions of sport such as those of the Council of Europe and UN Inter-Agency Task Force on Sport for Development and Peace.

C) Sports-based youth development

Sports-based youth development uses sports to provide youth with the needed support and opportunities in order to be healthy contributing citizens at the present as well as adults. Sports-based youth development programs offer experiences to youth to life and leadership skills as they learn and master sports skills in a safe, supportive, fun and challenging environment. These programs involve vigorous physical activity, facilitated learning, experiential learning and caring relationships (Perkins & Noam, 2007). In a 2007 article, Dr. Gil Noam and Dr. Daniel Perkins defined the main characteristics of a quality sport bases youth development (SBYD) program. Intentionality was key to ensuring that positive outcomes were achieved for young people in

sport and this was achieved through the presence of 13 components. These components include 1) physical and psychological safety, 2) appropriate structure, 3) supportive relationships, 4) opportunities to belong, 5) positive social norms, 6) support for efficacy and mattering, 7) opportunities for skill building, 8) opportunities to foster cultural competency, 9) active learning, 10) opportunities for recognition, 11) strength based focus, 12) ecological and holistical programs, and 13) integration of family, school and community efforts.

2) State of youth sports in Korea

There has been an increase in youth sports in Korea in the last five to 10 years. Youth sport stakeholders include sport federations, schools, NGOs, sport foundations, corporations in the form of CSR, private sport companies, etc. Youth sport is starting to be seen as a possible solution to school violence, bullying, and depression.

III. RESEARCH METHOD

1. Procedure

I conducted seven 30-minute to one-hour semi-structured interviews with CSR managers that are conducting CSR youth sports programs. I asked them

about reasons for conducting the program, effectiveness of the program, satisfaction levels of both the company and the beneficiaries, their monitoring and evaluation procedures, etc. I also conducted a semi-structured interview with one CSR manager working for a company that is not conducting CSR youth sports programs and sought reasons why they did not choose youth sports programs as an option to deploy their CSR activities and sought to address any particular obstacles that they faced. I also conducted one interview with an expert in CSR in Korea, the director of the Community Relations Center.

2. Participants

I first searched the Internet to identify companies that are deploying some of their CSR activities through youth sports. Then, I chose seven companies and arranged for interviews. I also chose one company that does not conduct CSR youth sport programs. Additionally, I chose one expert on CSR activities in Korea to provide trends on CSR activities and information about CSR youth sport programs and to gather reasons why companies may be hesitant to do CSR youth sport programs.

3. Measurements

1) Interview questions for CSR youth sport program managers

1. Please briefly introduce your CSR youth sport program.

2. Why did your company choose to do a CSR program in the sports field?
And why particularly in youth sports?
3. Why did your company choose to partner with another organization or why did your company decide to carry out the program on its own?
4. What were the main objectives of carrying out the CSR youth sport program? Where they fulfilled?
5. How satisfied is the company with the program? How satisfied are you with the program?
6. How were the satisfaction levels of the participants?
7. Please describe the strengths and weaknesses of the program and what you would like to improve?
8. What were some difficulties faced in implementing the program?
9. Was monitoring and evaluation conducted? If so, how?
10. Would you consider the program successful? How? Are there certain criteria that determine the success of the program?
11. Would you recommend other companies to deploy CSR youth sport programs?

2) Interview questions for CSR manager (not doing youth sports)

1. Please briefly introduce your CSR programs.
2. Why did you choose to do a CSR project in the respective field?
3. Was doing a youth sports program or project ever considered?

- If yes, why was it considered? And why wasn't it executed? What were some obstacles?

- If no, why do think sports or youth sports were never considered?

4. Would you consider conducting a CSR youth sports program in the future?

- If yes, why? If no, why not?

IV. RESULTS

1. Participants

Eight companies, seven of which are doing CSR activities in the youth sports sector and one of which is not, and one organization specializing in community relations and CSR activities participated in interviews for this study.

Companies conducting CSR youth sports activities were Lotteria, a fast food restaurant company established in 1972; Hana Tour, the largest travel company in Korea established in 1993; Zaicro, a small start-up company specializing in youth sports clothing established in 2012; Dongkook Pharmaceutical Co., Ltd., a Korea-based company engaged in the development and manufacture of pharmaceuticals established in 1968; Hyundai Engineering and Construction Co., Ltd., a major construction company in South Korea

established in 1947; Hyundai Marine & Fire Insurance Company, a marine and fire and automobile insurance company established in 1955; and Korea Yakult Co., Ltd., a South Korean food company under the ownership of Yakult Corporation, Japan, established in 1969. The one company interviewed that was not conducting CSR youth sport activities was Kolon Group, a versatile manufacturing company, active in chemicals, fashion, medical products, general goods and machine design and production established in 1957. As an authority on CSR in Korea, the director of the Community Relations Center, an organization under the Korea Social Welfare Association, which researches and provides information, consulting services and conferences about community relations and philanthropy, was also interviewed.

2. Interview results

1) Reasons for deploying CSR youth sports programs

Children

One of the main reasons companies got involved with youth sports was due to the importance given to children either as a customer, consumer of their product or as part of their business. The CSR manager at Lotteria said that they wanted to “run a program that can give back to children” as the company sells food that children like, and children are its biggest customers. Hana Tour

CSR manager said that a multicultural basketball worked for them as multiculturalism and children are two areas that they give importance to. Hyundai Marine & Fire Insurance Company also notes that the company is most concerned with the health of children and youth.

Solving social issues

Some companies took an approach to solve a social issue regarding children such as children's health, their lack of exercise, lack of opportunity to play sports, their lack of social skills and character education, etc. One company wanted to address the North Korean defector settlement issue in a particular region. These companies saw youth sports as a good solution to these social issues.

Hyundai Marine & Fire Insurance Company was planning a new CSR program. The company wanted to run a program beneficial to children and youth. So, they began by thinking about problems related to children and youth such as youth's lack of exercise, social skills, character, integrity, etc. They came to the conclusion the sports could be useful tool in addressing youth issues and decided to design and run a program where girls could develop their character and social skills while exercising and enjoying sports.

Professional sports

Another issue that influenced a company's engagement in youth sports was the company's involvement with professional sports. Hyundai Engineering & Construction had its own professional volleyball team and Korea Yakult Co., Ltd. was a sponsor for the Korean Baseball League Series. Both companies wanted to do a program that could have a synergy effect with the professional team or league. Korea Yakult Co., Ltd's CSR manager said, "Because we were sponsoring professional baseball, I thought it would nice to also sponsor youth baseball."

New program

Two of the seven companies started to do CSR youth sports activities due to the opportunity to start or develop a new program. In the search of a new program, these two companies took a look at social issues that needed to be addressed. Hyundai Marine & Fire Insurance Company invested in developing a completely new program based on an overseas existing program whereas Korea Yakult Co., Ltd chose to sponsor and get involved with activities of an existing youth sports team. Korea Yakult Co., Ltd CSR manager mentioned that he was looking for a special program to run in the Gyeonggi-Incheon region.

Received request from sports organization

Some companies did not have any special plans to do CSR youth sport activities, but were approached first by a sport organization with a sponsorship request. Hana Tour was asked by the Korea Basketball Development Institute to sponsor part of the expenses of an orphanage's basketball team to go overseas for a training camp. Dongkook Pharmaceutical Co., Ltd. was also first approached by the Korea Little Baseball Association and asked for medical supply sponsorship. Both companies began by responding to a request and ended up continuing doing CSR youth sports activities. Hana Tour continued to work with the same basketball organization and made a multicultural basketball team and later held annual multicultural basketball tournaments. Dongkook Pharmaceutical Co., Ltd. not only continued to sponsor the Korea Little Baseball Association with its medical supplies, but also approached the Korea Youth Soccer Association and offered to sponsor their teams with medical supplies. Later, the range of their sponsorship expanded to uniforms and later to monetary support.

2) Reasons companies may be reluctant to do CSR youth sport programs

Based on interviews with the CSR manager of Kolon and the director of the Community Relations Center in Korea, four common themes about why companies may be hesitant to get involved with youth sports were observed.

Operational difficulties

CSR youth sport programs may be difficult to run as they require a lot of work as well as specialized partners to ensure their smooth operations. Companies often work together with non-profit organizations (NPOs) when deploying their CSR activities. However, there are very few NPOs specializing in sports or youth sports in Korea. Companies may also be hesitant due to the costs that running youth sports programs entail, which would include equipment and securing places to play. Kolon Group CSR manager said she does not think it is easy for a company to run a youth sports team because “they should sponsor the team long term and that is difficult.” Community Relations Center said that youth sports programs were very expensive and difficult due to a lack of NPOs specialized in sports or youth sports.

Lack of support

Another issue that was mentioned was difficulty due to a lack of support from within the company, colleagues and society. Both organizations mentioned that it was difficult to gain the support and empathy of many when doing a CSR youth sports program. There are more “urgent” issues at hand that appeal more to the majority and that people can relate to or empathize

with such as social welfare programs. “Not enough people consider sports as a solution to social issues,” said the director of the Community Relations Center in Korea. He also mentioned the need for a campaign about the power of sports to change people may first be needed in order to change the masses’ perceptions of sports. “I think others would disagree when it comes to the image of youth sport clubs having a place in social responsibility activities in Korea,” said Kolon Group CSR manager. Kolon Group CSR manager also added, “Even if the owner of a company thinks an issue is important, if many people do not agree and are not supportive, it is difficult to run a program for long.”

Attitude toward sports – a luxury

On a similar note, many people do not associate sport as an activity for CSR activities. Both interview participants said that the image associated with sports is one of luxury. Sport is looked upon something to do after one’s basics needs are fulfilled or sport is something that affluent families can afford. With so much money spent on education outside of school, spending extra money on sport for one’s child is very difficult for most families. Kolon Group CSR manager commented, “There is an image that the children from wealthy families go to youth sport clubs.” Community Relations Center director also

said that people think sport is a luxury and this type of attitude makes it difficult for companies to be interested in sports.

Difficult to evaluate

The last theme discussed was the difficulty to evaluate CSR youth sports programs. Kolon mentioned how it was much easier to evaluate education related programs with data such as academic performance, what schools youth entered, etc. The director of the Community Relations Center mentioned how it is difficult to evaluate or get immediate outcomes of youth sports programs. It takes a long time to observe the impact or outcome of such programs. Yet, the management of most companies in Korea is not that patient to wait a long time to see the outcomes of a program, especially if a lot of money has been invested into it. Both interviewees mentioned that the uncertainty of outcomes is another reason a company would feel uncomfortable to invest in a youth sports program. The director of the Community Relations Center explained how program evaluation is always a challenge, but CSR programs focused on helping the needy and poor whether by providing food or shelter are much more understood by society and do not need much explaining about the outcome and results. It is much easier to do story telling about such programs, as they are helping those in despair, and this evokes people's emotions. They can relate to the difficulties they encountered in the past. However, company

CEOs or top management may be more skeptical toward youth sports. How is this youth sports program helping the participants, society, and our company, they may ask. Some of the CSR managers of companies deploying activities in youth sports (Dongkook Pharmaceutical, Hyundai Engineering & Construction, and Hyundai Marine & Fire Insurance) also mentioned that program evaluation was a challenge of CSR youth sports programs. Kolon Group CSR manager said, “One reason education programs are preferred is because they are easy to measure outcomes in terms of numbers. It is good to show the difference before and after a program in numerical data.”

3) Characteristics of CSR youth sports programs

After surveying different company sites and news regarding companies' CSR activities in the youth sports sector, I was able to interview seven companies conducting some project, program or sponsorship for youth sports. Youth sports CSR activities' portion of a company's CSR activities varied greatly. Also the size and type of companies varied greatly. I interviewed CSR managers of big corporations such as Hyundai Engineering & Construction to the CEO of a small start-up company specializing in youth sports clothes called Zaicro. Commonalities found among these companies were either a connection to children or sports or both.

Variety in programs

A variety of CSR youth sport programs could be observed at the seven companies: sport classes, camps, training, friendly matches, tournaments, festivals, sponsoring of equipment, uniforms and first aid kits, watching professional matches, etc. Lotteria had the most experience with youth sports CSR activities, as it started its activities in 2009 through organizing baseball classes and baseball camps. Later, it began to sponsor school baseball teams and school baseball leagues and tournaments as well as hold T-ball festivals. Hyundai Marine & Fire Insurance also organizes afterschool sports classes – girls’ running classes. Two companies run or sponsor a particular team. Hana Tour for example started CSR activities in the youth sports sector by first sponsoring an orphanage basketball team to go overseas and train. It then started a multicultural basketball team, which includes training and matches. Korea Yakurt began to sponsor an existing baseball team, made up of both North Korean defectors and Korean children, and became involved in the planning of different activities for this team as well as having its employees come and volunteer during practices. Zaicro and Dongkook Pharmaseutical sponsor several sports teams through equipment, uniforms and other ways such as monetary support and introduction of coaches. Hyundai Engineering & Construction conducts a wide range of CSR activities where youth sports makes up a very minor portion. It sponsors a high school volleyball team overseas in Chia, Colombia and CSR activities of its professional volleyball

team with an orphanage such as recreational activities and a volleyball camp. Some companies organized sports camps while others organized or sponsored tournaments or festivals. Several companies had experience supporting an overseas program or sponsoring a team to train or compete in a tournament overseas. Some companies had a program for the children to watch a professional sports game.

Sports

The sports chosen by these seven companies were mostly popular sports in Korea such as soccer, baseball, t-ball, basketball and volleyball. The only sport that was not very popular was running. Baseball was the most popular sport for the CSR youth sports programs, as three of the seven companies sponsored baseball. The second most popular sport was soccer with two of the seven companies sponsoring soccer. The other sports – t-ball, basketball, volleyball, and running – were sponsored by only one company each.

Children

All companies' programs targeted children. While programs addressed youth of all ages from elementary school to high school students, the majority of the programs targeted elementary school aged children. Also, many

companies targeted underprivileged children such as those from low-income families or poor areas, the disabled, orphans, North Korean defectors, and multicultural children, whereas other companies' programs allowed for any child to participate.

Sponsorship

A salient feature in the CSR programs was the sponsoring of a team or teams instead of actually organizing and running a program. While some companies ran their own CSR program, many companies have sponsored a team in some way whether in cash or through equipment, uniforms and in-kind goods.

Start of program and duration

The duration of programs varied from less than a year to six years. The majority of programs had been operating for two to three years and had begun in either 2012 or 2013.

4) Program effectiveness

In order to measure the effectiveness of the CSR youth sports activities, seven different categories were chosen: main objectives of program; satisfaction levels of company, manager and participants; SWOT analysis;

partnerships; monitoring and evaluation; perceived program success; and CSR manager recommendation of CSR youth sports activities to other companies.

A) Main objectives of program

Children's wellbeing

Children's wellbeing was a prevalent theme when companies discussed the objectives of their CSR youth sports programs. Several companies directly stated the importance of the program to contribute to healthy children, where as one company focused on the safety of children and children being treated effectively when they got injured when playing sports. Other companies focused on developing children's character and social skills through physical activity. Lotteria CSR manager said, "We are working to make a base that can contribute to children's health." Hyundai Marine & Fire Insurance Company CSR manager said, "We wanted to make a program that where girls could develop their character and social skills while exercising and enjoying sports." Hyundai Engineering and Construction Co., Ltd. CSR manager mentioned that they wanted to help children at the orphanage develop social skills and they thought sports and recreational games were the best program.

Youth sports development

Another salient theme was the development of youth sports. Many companies alluded to their contribution to this area, as youth sports' infrastructure and opportunities are not well developed in Korea. Lotteria mentioned that the reason they choose to do baseball programs was because it was much more difficult for children to have the opportunity to play baseball, opposed to soccer for example, due to the required equipment and the need of proper spaces. Korea Yakult also mentioned the poor infrastructure for youth baseball in Incheon. By sponsoring a baseball team, they said they hoped to contribute to developing youth baseball in the region, even if a little. Hyundai Marine & Fire Insurance mentioned the lack of opportunity for children, especially girls, to play sports, even though sport has many benefits for growing youth in terms of health, social skills, and building of character. One objective of their program was to give girls the opportunity to run and be physically active, something that many girls lack in Korea. Lastly, Hyundai Engineering & Construction mentioned that the developing of sport talent is one objective of their programs.

Integration of marginalized groups

Two companies' objectives of the sports programs were to help marginalized groups integrate or better adjust to society. Hana Tour focused on multicultural children, as they often fall behind in school or have difficulty integrating into

society. “Our main objective is to help and encourage multicultural children as they are being isolated from Korean education,” said Hana Tour’s CSR manager. In 2014, Hana Tour organized a basketball tournament where four participating teams were multicultural youth basketball teams and the other 10 teams were Korean youth basketball teams. Hana Tour CSR manager commented that it was more meaningful having multicultural and non-multicultural teams playing together. It was an opportunity to understand each other better. One of Korea Yakult Incheon region’s main objectives was to help solve the North Korean defector issue. Many North Korean defectors live in Nonhyeon, Incheon. “They are having difficulty adjusting and integrating into Korean society,” said Korea Yakult Incheon region CSR manager. Korea Yakult sponsors a baseball team made up of 20 North Korean defector children and 20 South Korean children living in the area. Moreover, as the program encourages for the participation of parents, the Korea Yakult Incheon region’s CSR manager summed up that the program was connecting and matching 20 North Korean and 20 South Korean families together. “The purpose was to allow for communication between North Korean defector children and Korean families and to help North Korean defectors settle better in Korea,” said Korea Yakult Incheon region’s CSR manager.

Promotion and Brand image

Lastly, some companies were more open about the importance of promotion and improvement of their brand image as one of the objectives of their youth sports activities. They used phrases such as “the second reason” or “ultimately” when explaining their goal of promotion. Lotteria’s CSR manager mentioned, “The second reason (for carrying out youth sports programs) is that if the program can help us to be promoted, it is even better.” Dongkook Pharmaceutical Co., Ltd’s CSR manger also said, “Ultimately, our purpose (of our CSR youth sport activities) is to promote our product. Well, actually more than that, maybe I should say it is to enhance the image of Madecassol.”

B) Type of Partnerships

All seven companies worked with partners in implementing CSR youth sports programs. Six of the seven companies worked with more than one organization. Five of the organizations worked with at least one sport organization and one organization expressed the desire to make a partnership with a sport organization. Four out of the five companies working with a sports organization were working specifically with a sport association such as a t-ball association, the Korea Professional Baseball Alumni Association, a basketball association, the Korea Little Baseball Association, the Korea Youth Football Association and a volleyball association. Some companies were working with more than one sport association. Three out of the seven companies were also found to be partnering with non-profit organizations

(NPOs) such as Community Chest of Korea, Kids & Future Foundation and Korea Food for the Hungry International. One company also partnered with a university institution to develop its program.

Professional Support

One reason for partnerships was the ability to get professional support from an expertise organization. For example, Hana Tour worked with Community Chest of Korea for help with administrative work and tax deduction benefits. Lotteria worked with the Korea Professional Baseball Alumni Association in order to get help gathering coaches for the baseball classes. Hyundai Engineering & Construction partnered with Korea Food for the Hungry International, a professional international NGO with much experience working in impoverished regions overseas. Korea Food for the Hungry International helped run their program in Colombia where they sponsored a high school girls' volleyball team. For some companies, finding the right partner played a more vital role. In the case of Hyundai Marine & Fire Insurance, as they are not a sports related company, they partnered with the company WiseWellness, which specializes in running youth sports programs. "Luckily we found an organization to partner with, and we were able to do this program," said a CSR manager from Hyundai Marine & Fire Insurance.

Sponsorship

Four of the seven companies also had at least one sponsorship relation with one of their partners. Instead of working with the organization to operate or run a program together, they were actually sponsoring the organization's sports team or teams in some way. For example, Lotteria sponsors the Seoul Office of Ministry's school baseball teams, league and the final tournament; Dongkook Pharmaceutical sponsors teams from the Korea Little Baseball Association and Korea Youth Football Association; Hyundai Engineering & Construction sponsors the high school girls' volleyball team through a volleyball association; and Korea Yakult sponsors a youth baseball team run by Nonhyun Welfare Center. Korea Yakult works very closely with Nonhyun Welfare Center to organize and plan events and friendly matches for the youth baseball team. "If it wasn't for the partnership with the welfare center, and Korea Yakult ran the baseball team on its own, it would probably have ended up as a one time event," said the CSR manager of the Incheon region of Korea Yakult.

C) Company and manager satisfaction

Company satisfaction

Two companies said they were satisfied with the programs and two companies implied that they were satisfied with the programs by their descriptions. I have no data or clear evidence of company satisfaction of three companies.

Manager satisfaction

One manager stated very clearly that he was satisfied with the program and another four managers implied their satisfaction through description. I am not sure about the satisfaction of two managers due to mixed messages.

D) Participants satisfaction levels

Mostly satisfied

Six of the seven companies reported that the program participants were satisfied with the youth sports programs. One of the seven programs did not comment on program satisfaction as the company merely sponsored equipment, uniforms and first aid kits rather than get involved with the actual program operations. Three of the seven companies reported that their program participants were “very satisfied” with the program, whereas another three companies reported participants being “satisfied” with the program. Lotteria mentioned that based on 300 surveys of participants at its annual baseball

camp, the average level of participant satisfaction was 9.7 last year. Hana Tour mentioned that participants in their programs do say they are satisfied with the program in the surveys, but the manager mentioned that elementary school are easily satisfied if they play and eat together. Zaicro mentioned that the children in Malawi were very happy about the program and about being able to meet the staff and volunteers. Hyundai Engineering & Construction expressed how it was difficult to accurately measure the children's satisfaction, but when they talked with the children at the orphanage, they all wanted to continue having programs with the professional volleyball team. The teachers at the orphanage expressed their satisfaction about the program, but also wished it take place on a more regular basis. Based on the observations of the CSR manager at Hyundai Marine & Fire Insurance, the participants appeared to be satisfied and happy with the program. They looked happy moving, running and laughing with the other participating girls. She guessed that the average participant satisfaction level would be eight out of 10 even though an actual survey on participant satisfaction was not conducted. Korea Yakult said the participants' satisfaction levels were very high.

Method of collection

The majority of perceived participant satisfaction levels were based on observations and conversations with the participants and staff. Only two out of the seven companies conducted participant satisfaction surveys.

E) Strengths

Good program

A common stated strength of the programs of the seven companies was “good program.” Three of the companies were especially satisfied with their programs. The Lotteria CSR manager shared how the company’s well-developed programs with a variety of activities were reasons for the high satisfaction rates of the participants. Hyundai Marine & Fire Insurance was also very happy with its unique program of character education through sports. The manager mentioned how there are many sports classes that just focus on sports skills, but the “girls on the run” classes provide other activities besides running than make them more holistic and helpful to the participants. Korea Yakult also mentioned how its CSR program was a “good program.”

Media

Two of the seven companies also mentioned media attention and exposure as another strength of their CSR youth sports programs. Even though

not mentioned by the all CSR managers, I came across several articles in the media about the CSR youth sports activities of six of the seven companies.

F) Weaknesses

Lack of participation or support

When it came to the weaknesses of the CSR youth sports programs, the lack of participation or support was a reoccurring theme that was mentioned by four of the seven companies. Zaicro said that they lacked partners in order to expand their CSR activities. Hyundai Engineering & Construction said the inability of the professional volleyball team to meet the orphanage children more often and conduct sport activities was a weakness of the program. Hyundai Marine & Fire Insurance shared about the lack of support of her colleagues and management due to the program's lack of immediate results. Lastly, Korea Yakult said that one weakness of its program was the lack of employees from the company volunteering in the program.

G) Improvements

Expansion

Only three of the seven companies shared how they would like to improve their programs. All companies covered some type of hope for

expansion whether it was to expand the number of participants, regions, partnerships, programs or to increase the number of company employees volunteering for the program.

H) Implementation difficulties

Lack of Support

The salient theme surrounding difficulties encountered by companies when executing CSR youth sport programs was the lack of support, whether external or internal. Three companies expressed issues with the lack of external support. For example, Lotteria had some difficulty working with partners and their different needs. Some teachers at the schools were not very cooperative and complained about having Lotteria's logo on the school baseball team's uniforms. Also, as Lotteria is one of the first companies in Korea to deploy CSR youth sports programs, they had difficulties due to the lack of sample programs to refer to and learn from. Zaicro faced difficulties due to a lack of partners and Hyundai Marine & Fire Insurance had difficulty gathering enough participants to join its program due to the lack of support from parents, schools and the education system. Two companies mentioned difficulties faced due to the lack of internal support. Dongkook Pharmaceutical mentioned that the absence of a specific division or person responsible for CSR activities was one difficulty they faced. Also, the Incheon region of

Korea Yakult was affected by Korea Yakult's central change in the CSR direction. In 2014, Korea Yakult focused a good portion of its CSR activities on the elderly. Therefore, funding for the baseball team in Incheon was reduced.

I) Monitoring and evaluation

II)

Six of the seven companies said they were monitoring their programs. Three companies conducted their own surveys, whereas three other companies received feedback from partnering organizations, and two did their own monitoring through observations. One company commented that it was too early to monitor and evaluate its programs at the moment. Four of the seven companies said they conducted evaluation of their programs. Three of them conducted their own surveys whereas one company had the program evaluated by its partnering organization. The three companies that did not conduct evaluation were companies that mainly sponsored youth sports teams. Lotteria also mentioned that it does not evaluate the school baseball teams that it sponsors, but only the programs that it actually runs.

J) Perceived success of program

Success of program

Three of the seven companies declared their CSR youth sports programs a success. Two companies were hesitant to label their programs successful by saying it was too early to determine whether the program was successful or not. These two companies' programs have been around for about two years. Even though Hana Tour said their program was going well so far, the CSR manager insisted that a program needed to have a history of at least three to five years to evaluate whether it was successful or not. Hyundai Marine & Fire Insurance has invested much in developing their running program for girls. Even though the majority of the participants enjoys and benefits from the classes, recruiting participants each semester is quite challenging. One company was not clear about whether the program was a success or not, as it was difficult to measure the impact of the programs. I was not able to ask one company about the success of its CSR youth sports activities.

K) Recommendation of CSR youth sports programs

Mostly recommended

Five of the seven companies recommended for other companies to deploy CSR youth sports programs. Two companies refrained or were cautious about recommending youth sports to other companies. Hana Tour, one of the companies that refrained from recommending youth sports programs for CSR

activities frankly stated that youth sports should match a company's vision and image. Hyundai Engineering & Construction, the other company that refrained from recommending youth sports programs said it is difficult to measure the impact of the youth sport programs and that there are not enough successful cases in the market to convince companies of their benefits and merits.

Good program for children

Four of the five companies that recommend youth sports to other companies emphasized how sports was a good program for children with its many benefits such as helping youth to have a healthy mind and body and learn skills such as teamwork, social skills and values such as sportsmanship.

Long-term approach needed

Three companies mentioned the importance of taking a long-term approach when deploying youth sports programs. Dongkook Pharmaceutical mentioned how youth sports programs was not a good choice if a company was looking for immediate results. Zaicro said that youth sports should be looked as a long-term investment for a healthy society. Hana Tour emphasized that companies need to be committed to youth sports programs once they start. Otherwise, such youth sport programs could end up being a one-time event.

Promotion and company image

Two companies mentioned that youth sports programs were helpful for promoting a company's CSR activities and for improving a company's image in the long run.

V. DISCUSSION

1. Discussion and findings

This study has taken a look at the characteristics and effectiveness of Korean CSR youth sports activities as well as reasons and barriers for Korean companies to deploy their CSR activities in the youth sports sector. Each of the surveyed companies' situations and the reasons for getting involved in youth sports was different.

The researcher had come across news articles of companies holding one-time sports camps or tournaments for “underprivileged” elementary school children before this study. Therefore, before conducting interviews with the seven companies, the researcher had the image that companies conducted such CSR youth sport activities merely for publicity, as the events appeared not to be long term projects focusing on social impact. However, through interviews with CSR managers at the seven companies deploying CSR youth sports activities, the majority of the companies were looking at their programs or sponsoring activities from a long-term perspective. Two of Lotteria's youth sports programs have already been around for six years and the manager expressed intent to expand its activities to reach more children and regions. Even the smallest, least frequent program of Hyundai

Engineering & Construction's professional volleyball team's sports activities with the orphanage children was looking long term, even if the program consisted of only meetings twice a year.

A variety of activities could be observed at the seven companies: sports classes, sports camps, sport teams, tournaments, festivals, training programs, sponsoring of uniforms, equipment and first aid kits, scholarships, watching professional matches, etc. Six different sports were used.

This study focused on companies that are not obliged to do CSR activities in youth sports as opposed to professional sport leagues. Out of the seven companies, there was only one sports related company. As the majority of companies do not have any obligation to do youth sports programs, this study took a look at the reasons why some companies chose or ended up doing youth sports programs and why some companies may be reluctant to do so.

The companies doing CSR activities in youth sports were especially interested in children and children's health. These companies were trying to solve a social issue concerning children whether it was their lack of physical activity, opportunity to play sports, lack of social skills and character education or the integration of a marginalized group and they found that sports could be a solution. Some companies started doing such activities by chance such as being asked by a youth sports association for support. Others were

looking more strategically to make some synergy with their existing sponsoring of a professional sports team or league. Some were looking for a new program and as youth sports was not a field often tried, it may have appeared to be attractive.

However, being a relatively new, less explored field, there were difficulties that the companies deploying youth sports experienced and there were barriers that may keep companies away from getting involved with CSR youth sports programs. Managers of CSR youth sport programs often felt a lack of support internally and externally and had difficulty extracting clear outcomes and impact of the programs. Barriers that companies may find when considering doing a CSR youth sports program are the difficulty in operations without a partner specializing in sports or youth sports, a lack of support, the attitude toward sports as a luxury and the difficulty of evaluating youth sports programs.

Many of the surveyed CSR youth sports programs began emerging in the year 2012. There does not seem to be a clear explanation for this trend. Maybe it is because companies were looking for some other types of ways or areas to do their CSR activities in. In general, the portion of companies doing CSR activities is sports or in youth sports is very minimal and quite difficult to come across. The director of the Community Relations Center stated that

youth sports was a “blue ocean” for CSR activities and something he wishes to see more of in Korea.

When it comes to evaluation of CSR youth sports programs, more than half of the companies and managers appeared to be satisfied with their CSR youth sports activities and almost all of the participants in the programs were reported to be satisfied as well. As satisfaction does not necessarily equal a positive impact, more research needs to be done on the positive impact the programs brought to the participants. Managers reported that the strengths of the youth sports activities were the good quality of the programs and the good publicity through much media attention. A weakness of some programs was the lack of support and participation. All seven companies monitored the programs, but only four of the seven actually evaluated their programs. Three of the seven companies declared their CSR youth sports programs a success while two companies said it was too early to say. Five of the seven companies would recommend CSR youth sports programs to other companies.

The positive attitude of CSR managers toward youth sports programs is a positive sign, however, it must be noted that the fact that these managers agreed to an interview shows their confidence or good experience with their youth sports programs. One manager mentioned that she saw many CSR youth sports programs that ended up being a one time event and that companies

should think long term about whether youth sports matches the company's vision and interests before starting.

2. Limitations and future research

Limitations of this study is that the researcher only looked at CSR youth sports activities from a managerial perspective through interviews with managers, but was not able to include the participants' views and voices. Also, the researcher was only able to interview one company that was not doing CSR youth sports activities, as company managers of such companies were reluctant to do so. Even the one company not doing CSR youth sport activities actually had given one youth sport scholarship in the past and actually had one program where its employees visited some afterschool tutoring facilities to teach the children music, arts and sports. But, since sport was such a minor part of the program, the manager overlooked the fact that the company actually had some youth sport related activities.

Another limitation was not being able to interview the company's partnering organizations for CSR youth sport programs, as they may view the programs from a different perspective and bring to light different concerns. In order to evaluate the success of CSR youth sport activities, more research about standards and examples of what a "successful" CSR program is needed. Each company will have their own standards. Monitoring and evaluation is an

issue for all CSR programs, not only for youth sports programs. The director of the Community Relations Center recommended for managers to predict results and outcomes of a program in the planning process and design the program to get the results being sought. When managers start with a vague idea of the program outcomes, it becomes very difficult to obtain meaningful results after the program is in progress, said the director.

Conducting interviews with more companies doing CSR youth sports would have also brought more insight. Also, conducting interviews with companies that had conducted CSR youth sports programs in the past, but had ceased to continue their programs would have helped to understand the difficulties faced in creating sustainable youth sport programs. Also, interviewing foreign companies or companies with foreign backgrounds such as McDonalds, Standard Chartered, Korea Amway might have brought another perspective. The only company with a foreign background was Korea Yakult.

In the future, it might be interesting to compare differences in CSR youth sport activities of the professional sport sector, sport related companies, and non-sport related companies.

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¹ <http://www.mondaq.com/india/x/307596/Corporate+Governance/Indias+New+Corporate+Social+Responsibility+Requirements+Beware+of+the+Pitfalls>

² <http://sportforbusiness.com/csr-through-sport-sky-sports/>

³ <http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/>

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국문 초록

한국 기업의 유소년 스포츠 사회공헌활동에 관한 분석

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자선적 기업사회공헌(CSR)활동을 하고 있는 한국 내 기업들의 수가 늘어났지만 스포츠를 활용한 기업의 사회 공헌 활동에 대한 조사는 여전히 부족하다.

이 논문은 기업들에게 자선적 기업 사회공헌활동(CSR)을 위하여 효과적인 선택으로써 유소년 스포츠의 가능성에 대해 조사하고, 한국의 기업들이 기업 사회공헌(CSR)의 방법으로 유소년 스포츠 프로그램을 지원하거나 지원하지 않는지에 대한 이유, 기업 사회공헌 유소년 스포츠 프로그램들의 특징들과 이의 유효성에 대해 면밀히 살펴 보고자 한다.

기업 사회공헌 유소년 스포츠 프로그램을 담당했던 기업 사회공헌(CSR) 관리자나 직원들과의 인터뷰를 통한 유소년 스포츠 프로그램을 지원했던 이면의 이유와 프로그램의 유효성과 만족도, 모니터링, 평가 과정 등에 대한 조사 및 CSR 유소년 스포츠 프로그램들을 경험하지 못한 기업 사회공헌 관리자와 한국의 기업 사회공헌 전문가와의 인터뷰도 진행되었다.

이 분석을 통해 기업 사회공헌(CSR) 유소년 스포츠 프로그램들이 흔하지는 않다는 사실을 알 수 있었고, 어린이와 관련된 사업을 하는 기업들은 이러한 프로그램들이 효과적일 수 있다는 사실도 발견 할 수 있었다. 새로운 기업 사회공헌 방법들을 모색하고 있는 기업들은 소수 집단 들의 통합과 같은 사회적 이슈에 대한 목소리를 높일 수 있고 어린이들의 몸과 마음 그리고 사회적 건강을 확대할 수 있는 매력적인 솔루션으로써 유소년 스포츠에 눈을 돌리고 있다.

어떤 기업들은 기업 사회공헌 유소년 스포츠 프로그램을 이행해 나가는 것이 비용이 많이 들어가는 데다 프로그램을 제대로 수행하기 위해서는 전문화된 파트너 조직이 필요하기 때문에 꺼려하는 경향이 있다. 스포츠 프로그램이 사치스럽다는 인식, 또

이러한 활동을 통해 뚜렷한 결과를 도출해 내는 것이 쉽지 않다는 이미지가 있다는 것은 기업이 유소년 스포츠 프로그램을 지원하기 어려운 또 다른 장애물이라고 할 수 있다.

폭넓은 의미의 기업사회 공헌(CSR) 유소년 스포츠 활동 또한 가능하다. 프로그램의 유효성은 ‘프로그램 주체자로서 회사의 만족도 및 해당 프로그램 관리자와 참가자들의 대한 만족도, 관리자들에 의한 부분적 SWOT 분석, 맺어진 파트너십, 모니터링과 평가, 프로그램의 성공에 대한 관리자의 시각, 관리자가 다른 기업에게 유소년 스포츠 프로그램을 추천 할지 여부’ 와 같은 기준들로 측정되었다.

키워드: 기업사회 공헌(CSR), 유소년 스포츠 프로그램, 한국
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