

Equitability in the participant prioritization in a
professional sports organization's corporate
social responsibility (CSR) initiative:

an in-depth case study of the FC Groningen 'Meer en Beter
Bewegen' programme

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Abstract

As the name implies, Corporate Social Responsibility programmes entail private firms taking on public duties like the provision of social goods or services. It is important for social goods or services to be accessible in an equitable manner. Therefore, this study investigates the equitability of participant selection in CSR initiatives can be improved, using stakeholder theory. To that end, an in-depth case study of the FC Groningen 'Meer en Beter bewegen' programme aims to develop insight into the participant prioritization process. The case study applies a mixed-methods approach including descriptive data analysis, GIS analysis and a series of semi-structured interviews with CSR managers. Findings indicate that stakeholder theory can provide a systematic approach to improving the equitability of participant selection, if CSR managers are provided an opportunity to look beyond the economic interests of the firm.

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List of abbreviations

BoS	Bewegen op School (physical activity at school)
CB	Cost-Benefit
CSR	Corporate Social Responsibility
CC	Corporate Citizenship
EC	European Commission
FC	Football Club
FIFA	Fédération Internationale de Football Association
FTE	Full Time Equivalent
MBB	Meer en Beter Bewegen (More and better physical activity)
MLS	Major League Soccer
NBA	National Basketball Association
NFL	National Football League
PE	Physical Exercise
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
SROI	Social Return On Investment
TaeP	Trainen als een Prof (exercising like a professional)
TidW	Trainen in de Wijk (physical exercise in the neighborhood)
VodW	Vitaliteit op de Werkvloer (physical health in the workplace)
WBCSD	World Business Council for Sustainable Development

1 Introduction

Equitability, meaning the equality of outcome, is a particularly important concept in the provision of public goods and services. As such, much governmental action related to such public goods and/or services strives for an equitable provision. An illustrative example is the spread of hospitals across the country that aims to reduce inequalities in access to healthcare services. The location-choices that lead to this spread take into account not only population density and its accompanying cost/benefit analyses, but give great value to ensuring a maximum travel time for all citizens. In this example, the public services are provided by the government directly. Some public goods and services however, are partly organized through private firms. Corporate Social Responsibility programmes are one example of private firm's pursuing public goals. In many instances these programmes are run in cooperation with governments. The degree to which private firms pursue equitability in the same way the government does is however unclear. Only few past studies have investigated the role of equitability in the provision of public goods and services through CSR programmes, mostly because CSR has only recently become an important field of scientific research.

1.1 Corporate social responsibility

Corporate Social Responsibility or CSR is a phenomenon that has been receiving increasing attention in scientific research in recent decades (Caroll, 1979; Lindgreen and Swaen, 2010; Margolis and Walsh, 2003). At the same time, among practitioners, there is also a growing interest in the concept (see European Commission, 2001; The World Bank, 2004). Broadly speaking, CSR refers to the actions by firms that further some social good, beyond the economic interests of the firm (McWilliams and Siegel, 2001). As such, corporate social responsibility programmes are often concerned with themes such as sustainability and the environment, health, poverty, social integration, and education. This wide variety of themes indicates that CSR is a multi-faceted concept. The practice of CSR was originally developed as a form of corporate philanthropy that aimed to deal with externalities and corporate image. The concept of CSR has been around since the 1950s, but it has mostly gained popularity and wider application since the 1990s as a result of increasing globalization and environmental concerns (Bowen, 1953). As a result, one of the most common examples of CSR practice is firms investing in improving their sustainability (World Bank, 2004). There are many different conceptualizations of corporate social responsibility, as a result of its historical development and the broad range of related ideas. Therefore, the first section of the theoretical framework is dedicated to defining CSR and related concepts.

1.1.1 CSR in football

Professional sports clubs, like most types of firms, are increasingly getting more involved in pursuing societal goals through CSR programmes. These range from promoting social integration and inclusion to improving physical and mental health. The body of work related to the corporate social responsibility programmes of sports clubs is relatively well-developed since sports clubs tend to be strongly intertwined with their local communities (Walters & Tacon, 2010). The prevalence of CSR in professional football is related to the fact that community engagement, as well as brand image, are instrumental to the financial performance of the football club (Davies & Moyo, 2017). Past research has evaluated the effectiveness of particular CSR programmes (Henderson et al., 2014), public perceptions of

CSR programmes (Davies & Moyo, 2017), and investigated the role of social partnerships in CSR implementation (Walters & Panton, 2014). Furthermore, Zeimers et al. (2018) identify three types of CSR in football clubs: the outsourcing model, the internalizing model, and the collaborative model. Most attention is paid to the collaborative model, where football clubs coordinate regional stakeholders to work towards broader societal goals together. Football clubs are a good initiator for such partnerships, as a result of their strong relationship with local communities (Zeimers et al., 2018). Furthermore, football clubs tend to be facilitators of large business networks through their sponsors and partners. As a result, football clubs are able to connect the needs of their community with private resources through their CSR programmes.

1.1.2 Participatory CSR

A distinction can be made between two different types of CSR activities. On the one hand, there are those that affect the community indirectly. This indirect type of CSR is often related to environmental concerns (Li et al., 2018). Examples of indirect CSR initiatives are efforts to improve the organization's sustainability or reduce emissions. In this type of CSR, there is no collaboration between the firm and the community. The organization merely informs the community about its efforts, in an effort to improve public perception (Yoo, 2023). On the other hand, there are CSR activities that involve the community directly. This type of CSR initiative is more often related to social concerns. Examples are initiatives related to improving social cohesion, education, integration, or health. This second type is called participatory CSR (Lee, Kim & Kim, 2021). In participatory CSR practice, the organization seeks out and directly involves members of the targeted community. The people that decide to participate are referred to as CSR participants, beneficiaries or recipients, as they tend to benefit from their involvement. An example of participatory CSR, which is also discussed by Bason and Anagnostopoulos (2015), is the distribution of sports equipment among kids in poor communities in order to encourage participation in sporting activities. The case study that is discussed in the current research paper, FC Groningen's 'Meer en Beter Bewegen' (MBB) programme, involves a similar CSR programme. As such, the MBB belongs to this type of participatory CSR.

1.2 Stakeholder theory

Stakeholder theory is widely used as a starting point for CSR evaluation literature. This is because CSR theory builds on the ideas of stakeholder theory, related to stakeholders' competition for resources (Hörisch et al., 2014). Furthermore, the relationship between the firm and society, or between the firm and specific stakeholder groups, is central to CSR. Therefore, stakeholder theory is used in CSR research and practice to help identify key stakeholders and inform stakeholder prioritization. In this regard, there are three key publications on which most CSR literature draws: Freeman's (1984) stakeholder view of the firm, the Mitchell et al. (1997) stakeholder salience model and the Freeman et al. (2007) revised stakeholder view of the firm. Despite their age, these publications still form the basis for much of the more recently published CSR assessment frameworks (Ranängen, 2017; O'Riordan & Fairbrass, 2014). Stakeholder theory is of particular importance for participatory CSR, as there is one additional important stakeholder group: CSR participants. Arguably the most important question in participatory CSR initiatives is: who gets to participate? Stakeholder theory forms an important theoretical basis to answer this question. Potential participants make a claim to the firm's resources and time (McManus, 2002). This claim is

referred to by Mitchell et al. (1997) as urgency in the firm-stakeholder relationship. According to Mitchell's model, stakeholder selection, in this case participant selection, should be informed by the level of urgency that each potential participant shows. Addressing societal problems, however, is not done at the individual level. CSR initiatives tend to be directed at communities where societal problems are prevalent. As a result, the question: what communities get to participate? becomes more relevant.

1.3 Research Problem and Aim

According to McWilliams and Siegel (2001), Corporate Social Responsibility entails all actions that appear to further some social good, beyond the economic interests of the firm. In western democracies, such social goods have historically been supplied by the government. Examples of such social goods include clean water, clean air, healthcare, and education. These examples share resemblance to the examples of CSR themes given in the previous section. The reason for this resemblance is the fact that under the neoliberal paradigm, the provision of social goods and services is not exclusively the responsibility of the nation state, but a responsibility shared with private actors (Golob, Podnar & Lah, 2009). As such, it is no surprise that the rise of Corporate Social Responsibility arose as an important aspect of business under the global neoliberal system. A key problem that arises when shifting social responsibilities from the government to private actors is the fact that private actors will continue to value economic performance above all else. As a result, the values of equity, justice, fairness and accessibility that democratic governments adhere to in their provision of social goods and services, makes way for social return on investment (SROI) and cost-benefits (CB) in the private provision of the same. In other words, by depending on CSR programmes to provide social goods and services, society runs the risk of losing out on justice and equality. These values tend to be protected when it comes to government action, through principles of good governance. However, when it comes to CSR action, there exists no such clear accountability. Therefore, there is a need for an approach to CSR that does incorporate the same values of justice and equality into the process of Corporate Social Responsibility management. The main avenue through which this can be achieved is the promotion of inclusivity and equality in CSR participation. Allowing communities equal opportunities for CSR participation will improve the justice and equality in the provision of social goods and services through CSR. The scope of these issues is beyond the current research paper. However, by gaining a deeper understanding of the process behind participant prioritization, the research paper helps identify avenues for further research.

Therefore, the aim of this thesis is to gain insight in the process of stakeholder prioritization in participatory CSR, and more specifically in the provision of CSR participation opportunities. This insight will help form a basis for further research into how equitability can be improved. To this end, the 'Meer en Beter Bewegen' programme by FC Groningen is taken as an in-depth case study that helps develop an understanding of the process of participation in CSR. According to the FC Groningen website, the main goal of this programme is to reduce physical inactivity in the northern Netherlands. As such this is a CSR programme that is related to public health. FC Groningen is chosen for this case study, because of its wide commitment to participatory CSR initiatives (Baas, 2021). As part of the MBB programme, FC Groningen organizes physical exercise workshops, PE classes, and training for people of all ages in and around the province of Groningen.

1.4 Research Questions

As stated, the main aim of this thesis is to find out how the inclusivity of participatory CSR programmes can be improved. On the basis of this aim, the main research question is formulated as follows: *How can stakeholder theory inform the process of CSR participant selection and prioritization in order to make it more equitable, in the context of a professional sports organization?* This research question is explored through an in-depth case study of the CSR initiatives of FC Groningen. As such, the first step in answering the main research question consists of gaining insight into the CSR initiatives that FC Groningen is involved in. The most relevant part of this insight involves understanding who the participants of the CSR initiatives are. Therefore the first and second sub questions are formulated as follows:

- 1 *What is the geographical distribution of FC Groningen's 'Meer en Beter Bewegen' programme, and who are provided opportunity to participate?*
- 2 *Are there differences in opportunity to participate between communities in the northern netherlands region?*

Next, the focus shifts to gaining a better understanding of the process of participant selection. This is done by exploring First we look at the process of participants selection in practice, by answering the questions:

- 3 *What are FC Groningen's CSR goals and to what extent do they match with their current activities?*
- 4 *What are the processes of participant selection and location choice currently based on?*

1.5 Research approach

As indicated previously, this thesis takes a case-study approach to answer its research questions. The case of FC Groningen is used as an example of how a professional sports organization manages its participatory CSR initiatives. The FC Groningen participatory CSR programme that is under investigation in this case study is the 'Meer en Beter Bewegen' programme (MBB). This MBB programme is an effort by the club to improve physical activity among residents of the areas around Groningen. As such, the MBB is a CSR programme that aims to improve public health through physical exercise. The FC Groningen case study makes use of a combination of methods, including descriptive data analysis, GIS-analysis and a series of semi-structured interviews.

1.6 Relevance

Physical exercise, as a means to improve public health, has been receiving attention from the Dutch government since the establishment of the first exercise guidelines in 1988 (Kenniscentrum Sport & Bewegen, 2017). These guidelines were updated in 2017 according to new scientific insights. However, despite government initiatives to help as many people as possible meet the standards for exercise set in these guidelines, the share of people that do continues to decrease (Van den Berg & Schurink-van 't Klooster, 2023; NOS, 2023). As a result, private enterprises have also started to get involved in public health through exercise in their CSR initiatives. As mentioned, these CSR initiatives aiming to improve physical exercise, require a participation-based approach. However, since this type of participatory CSR is a relatively recent development , there is little knowledge on how it should be approached by CSR managers (Lee, Kim & Kim 2021). Both in practice and in the scientific literature, there has been little research into how participation should be achieved. The

current research paper aims to address this knowledge gap. Thereby, the current research paper provides insight into the stakeholder selection process of participants by CSR managers. Such insights are not only relevant for CSR managers in professional sports organizations, but can prove useful for all CSR managers involved in participatory CSR initiatives.

1.7 Structure

This first chapter has introduced the research topic to the reader, followed by a problem statement and research questions. The next chapter, chapter 2, elaborates on the core concepts and models related to equity, corporate social responsibility, stakeholder theory and participation. Furthermore, this chapter links these bodies of literature together by exploring how stakeholder theory can affect the equitability of corporate social responsibility initiatives. Next, chapter 3 proposes a conceptual model for stakeholder selection and prioritization in the context of participatory CSR. Chapter 4 elaborates on the context of the FC Groningen case study, and develops the methodology that is applied in this case study. The results of the FC Groningen case study are presented in chapter 5. These results are based on a mixed methods approach, including both quantitative and qualitative data. Finally, chapter 6 entails a discussion of the findings and ends the research project with a conclusion, recommendations for further research and a discussion of the research project's limitations.

2 Theoretical Framework

This study was designed to investigate the role that stakeholder management theory can play in improving the equitability of the provision of public goods or services through a Corporate Social Responsibility programme. To that end, this chapter will provide an in-depth theoretical background on the concept of CSR, as well as introduce key stakeholder theories. The first section elaborates on the background and importance of the equitability of the provision of public goods and services. Next, an overview of the key concepts related to CSR is given. In the third section, the key stakeholder theories are introduced. The fourth section discusses how stakeholder theory relates to participation and participant selection.

2.1 Equity, justice and healthcare services

Discussions of justice and inclusivity are central to current debates around the provision of public health services (Pratt, 2019). As a result of this discussion, the UN included the goal to 'achieve universal health coverage' in their Sustainable Development Goals in 2015 (UNDP, 2018). Various national governments adopted this goal in national policy, illustrating the importance of the accessibility to healthcare services for all. This development gave rise to the concept of health equity. Health equity refers to a situation where everybody is able to attain their full health potential, irregardless of social or economic position (Baumann et al., 2023). In other words, the health equity movement advocates for the distribution of healthcare services across populations. This distribution, according to Lewis and Parent (2001), is to be done in a just manner. Just distribution is defined by the authors as independent of income status, race, gender, ethnicity, or other socioeconomic characteristics.

The FC Groningen MBB programme, which will serve as the current research project's case study, and is to be discussed in more detail later on, is an example of a healthcare service provided through a CSR programme. In this programme, the private organization FC Groningen is pursuing national healthcare policy goals outlined in the physical activity agenda (Beweegrichtlijn). The physical activity agenda is developed by the Health Council of the Netherlands (Gezondheidsraad), on behalf of the Ministry of Health Welfare and Sport (Gezondheidsraad, 2017). This document acts as a policy framework for local governments, to help guide local policy and initiatives (RIVM, 2024). In the case of the MBB programme however, it is not the municipality, but rather the local professional football club that acts on this policy framework, through their CSR programme. More explicitly, the MBB programme provides opportunities to participate in sporting events and workshops, and aims to further motivate participants to continue physical exercise (FC Groningen, 2022a).

Seeing as the CSR efforts under the MBB programme are an execution of national healthcare policy goals, they should be submitted to the same standards of equity and justice, as governmental healthcare provision services would (Baumann et al., 2023). However, where issues regarding just and equitable participation in the public sphere have been extensively discussed (see: Muktar & Bahormoz, 2019; Pratt, 2019), these terms are rarely used in regards to CSR-based healthcare services.

2.2 Corporate Social Responsibility

The concept of corporate social responsibility has received increasing attention in the international management literature over the past decades. It has developed from being limited to philanthropic activity to becoming integrated into wider business practice (Hörisch et al., 2014). In its original form, the purpose of such philanthropic activity was solely

concerned with compensating for irresponsible business practices and remedying the company's public image (Hörisch et al., 2014). Nowadays, CSR activities extend beyond this type of compensation to encompass general ethical and moral practices (Jung, 2012). The expectations for businesses to take some responsibility for societal welfare and well-being have been increasing over recent decades, leading to the definition of CSR continuing to broaden (Caroll, 2000).

However, there remains much debate as to the exact definition of corporate social responsibility and other related concepts. As such, any discussion around the concept must be explicit of the exact definition that is followed. Therefore, we first discuss several previous works and their conceptualizations of CSR. McWilliams and Siegel (2001) propose that CSR encompasses all actions that appear to further some social good, beyond the interests of the firm. Similarly, Matten & Moon (2008, pp. 405) state that CSR entails “policies and practices of corporations that reflect business responsibility for some of the wider societal good”. Both definitions emphasize the achievement of some societal good through business activity but remain otherwise vague. Other definitions of the corporate social responsibility concept are geared towards specific societal goods. The World Bank (2004, pp. 9), for example, defines CSR as “the commitment of business to contribute to sustainable economic development—working with employees, their families, the local community and society at large to improve the quality of life, in ways that are both good for business and good for development”. This definition limits CSR to sustainable economic development, making it more specific, but excluding other societal goods. However, the emphasis on stakeholder collaboration in the pursuit of societal goals is an important addition to this definition. Finally, the World Business Council on Sustainable Development (WBCSD) defines CSR as a concept that includes the social, economic, and environmental aspects of business activity. This definition adds the final component of our conceptualization: there is an explicitly economic aspect to CSR as well. Therefore, four main components of CSR have been identified: societal goals, environmental goals, economic concerns, and collaboration with stakeholders. The European Commission's definition of CSR also touches upon all four of these aspects in their definition of corporate social responsibility: “[CSR is ...] a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders on a voluntary basis” (European Commission, 2001). This definition is both sufficiently specific and all-encompassing, and as such, will be adhered to throughout the rest of this thesis.

2.2.1 Corporate Citizenship

The term corporate citizenship (CC) is often encountered in the context of CSR literature. Many authors use a variety of terms including Corporate Social Performance (CSP), Corporate Citizenship, and Corporate Social Responsibility interchangeably (Valor, 2005). The term corporate social responsibility originates from Howard Bowen's (1953) book: *The Social Responsibility of the Businessman*. It was not until the 1990s that the term corporate citizenship started gaining popularity, as a result of criticism regarding the unclarity of the definition of CSR. However, the definition of corporate citizenship, much like CSR, is subject to much debate in recent literature (Matten, Crane & Chapple, 2003; Sison, 2009). Similarly to CSR, the various authors agree on a broad conceptualization. However, there remain differences in how the concept is used. Since the corporate citizenship concept is not as central to this research as CSR is, a more broad definition suffices. Therefore, we follow Alejo Sison's (2003, pp. 236) definition: “Corporate Citizenship is ... a firm's membership in society”. This definition refers to the broad idea that a firm should not be seen as a purely

economic entity, but also in relation to its place in society. From this definition follows the main difference between CC and CSR, where CC refers to the general idea that a firm cannot be seen as separate from its societal context, and CSR refers to a more specific set of expectations that follow from this idea. What exactly these expectations entail will be discussed in more detail in the next sections.

2.2.2 Historical Development of CSR

The concept of CSR has historically been approached by many authors as a marketing tool, used for improving a firm's image and reputation, and for strengthening community relations (Breitbarth et al., 2011). For example, Kolyperas (2012), suggests that most CSR initiatives are motivated by public pressures and aimed at achieving Public Relations (PR) goals. Henderson et al. (2014) go so far as to question the long-term effectiveness of CSR programmes. In recent years, however, the CSR literature has shifted from evaluating its effect on firm financial performance to evaluating its societal impacts (Barnett et al., 2020). Here, the authors present evidence for the strong positive effects of CSR programmes, in terms of both business and societal goals (Li et al., 2018). Thus, CSR has developed and grown from a marketing tool to an integral part of business management (Walters, 2009). From an economic perspective, CSR implementation is still largely aimed at the improvement of reputation, brand loyalty development, and improvement of corporate reputation as a means of improving financial performance (Porter & Kramer, 2006). However, more and more recent literature on the concept has started to focus on the societal outcomes of CSR programmes. Such societal outcomes include but are not limited to, public health, education, social security, protection of human rights, environmental protection, homelessness, and illiteracy (Matten & Crane, 2005; Margolis & Walsh, 2003). This shift indicates not only a critical stance towards the actual achievement of societal good through CSR but has also shown a commitment by enterprises that goes beyond financial incentives.

2.2.3 Dimensions of CSR

The concept of corporate social responsibility was first popularized by the influential work of Archie Carroll (1979), who identified four types of responsibilities that businesses have towards society. These responsibilities are organized on a spectrum ranging from purely economic responsibilities to societal responsibilities (image 1). The four responsibilities as identified by Carroll (1979) include economic, legal, ethical, and discretionary responsibilities. Economic responsibilities relate to the role of business to create goods or services and employment to meet the needs of society. Achieving profit is necessary for a company's survival and development. As such, the economic responsibility lies at the base of the firm's activity in Carroll's framework. Legal responsibilities are defined as the obligation to adhere to the framework of rules and regulations that are present in society. This entails offering products or services that meet legal requirements and fulfilling legal obligations toward stakeholders (Carroll, 2016). Ethical responsibility refers to the expectations of businesses to behave according to principles that are not codified in law but are expected by society. Finally, discretionary responsibility relates to societal expectations for businesses to go beyond any of the aforementioned categories. Such activities are not required by law or even expected by society. Therefore, CSR activities that fall in this final category are not necessarily seen as a responsibility but are purely voluntary (Carroll, 1979). Discretionary responsibility is also known as philanthropic responsibility, which more clearly points towards its pursuit of furthering social goals. Most of the current debate regarding corporate social responsibility focuses on this final category.



Figure 1: Pyramid of social responsibility (from Carroll, 1979)

2.2.4 CSR in Professional Sports Organizations

In recent years, professional sports organizations have started operating more like regular enterprises, as a result of the commercialization of sport. As a result, CSR activities in the sports field have become common practice. Such CSR activities in sports can take many forms. For example, individual athletes have been known to set up charitable foundations (Kott, 2005). Geoff Walters (2009) provides the example of Lance Armstrong, who set up a foundation combating cancer after suffering from the disease himself. Alternatively, it can be the sports organizations that engage in CSR activities. Here, the efforts of the Spanish football club Barcelona are an extensively studied example (Marek, 2018). Even sports leagues and governing bodies have started getting involved in CSR activities. In the US for example, the NBA, NFL, and MLS all have different CSR programmes put in place (Babiak and Wolfe, 2006). In Europe, the FIFA is running similar projects, aiming to highlight the social benefits and impacts of football (Walters, 2009).

In the international literature, much of the research in the field of CSR and sports is done at the level of sports organizations or clubs (Hamill & Morrow, 2011; Marek, 2018). This has much to do with the fact that football clubs specifically are increasingly putting effort towards corporate social responsibility initiatives. Furthermore, the particular attention to sports CSR has much to do with the unique position that professional sports clubs have in society. Namely, sports organizations can reach a lot of people with their initiatives, because they are strongly embedded in their local communities through their fans (Smith & Westerbeek, 2007). This relationship between sports organizations and the community is different from usual firm-customer relationships, in the fact that sports clubs have obligations to their local communities, authorities, and population that go beyond their commercial objectives. This position allows sports organizations to influence communities and society more easily than regular businesses (Smith & Westerbeek, 2007). As such, sports organizations are also seen as an avenue for CSR implementation for other businesses, through partnership programmes.

Smith and Westerbeek (2007), in their influential theoretical paper on CSR in sports, identify seven reasons why sports are a uniquely valuable vehicle for CSR implementation. These reasons have consequently been tested for applicability in the English football industry by Walters (2009), who confirmed their relevance:

1. The global reach of sports ensures that sport CSR has media distribution and communication power
2. Sports CSR appeals to the youth, resulting in children being more likely to engage if the programme is linked to a sports organization or personality
3. Sports CSR is perfectly positioned to provide positive health impacts through physical exercise programmes
4. Sports CSR usually involves group participation and will thereby lead to social interaction
5. Sports CSR can lead to cultural understanding and integration
6. Sports CSR can easily be linked to sustainable awareness
7. Sports CSR can provide immediate gratification benefits

This list of reasons indicates that there is a set of themes in which sports CSR is particularly relevant. These themes include health, social cohesion, integration, and sustainability (Walters, 2009). The same themes are indeed reflected in much of the sport CSR literature: Hamill & Marrow (2011) for example investigate the social and community role of Scottish football clubs. Similarly, Walters (2009) investigates the health, education, and social inclusion activities of Community Sports Trusts, which are connected to football clubs in the UK. Ribeiro et al. (2019), as well as Kinga et al. (2020) report on the efforts of European football clubs to improve sustainable practices and contribute to sustainable development. In Norway, Straume et al. (2018) look at the efforts of professional football clubs to aid in the integration of refugees into society.

In conclusion, sports, and professional sports organizations in particular, have been found to provide valuable opportunities for Corporate Social Responsibility programmes. These programmes have been found most effective when their goals are related to physical and mental health, since these themes best suit the nature of sports. Furthermore, sports have been found to provide a valuable opportunity to involve children in participatory CSR programmes.

2.3 Stakeholder Theory

One of the cornerstones of Corporate Social Responsibility literature is stakeholder theory, which was introduced by Robert Freeman in his 1984 seminal work: *Strategic Management: A Stakeholder Approach*. In this book, Freeman argued that businesses should not only consider the interests of shareholders but also take into account the concerns of all stakeholders who can affect or are affected by the organization's actions. Stakeholder theory helps understand who stakeholders are, and what responsibilities an organization has to these stakeholders. As such, stakeholder theory was developed to look beyond the firm's relationship with its customers, owners, employees, and suppliers to also include governments, competitors, consumer advocates, environmentalists, the media, and the community. Through this view, stakeholder theory argues that businesses should focus on creating value for all stakeholders to ensure long-term sustainability, rather than focusing solely on short-term profits (Freeman, 1984). Stakeholder theory was used by Freeman

(1984) to develop the stakeholder view of the firm, as represented below in Figure 2. CSR builds on stakeholder theory by emphasizing the importance of considering the interests of all stakeholders when making decisions. CSR establishes a set of ethical and sustainability standards that businesses should adhere to when making decisions.

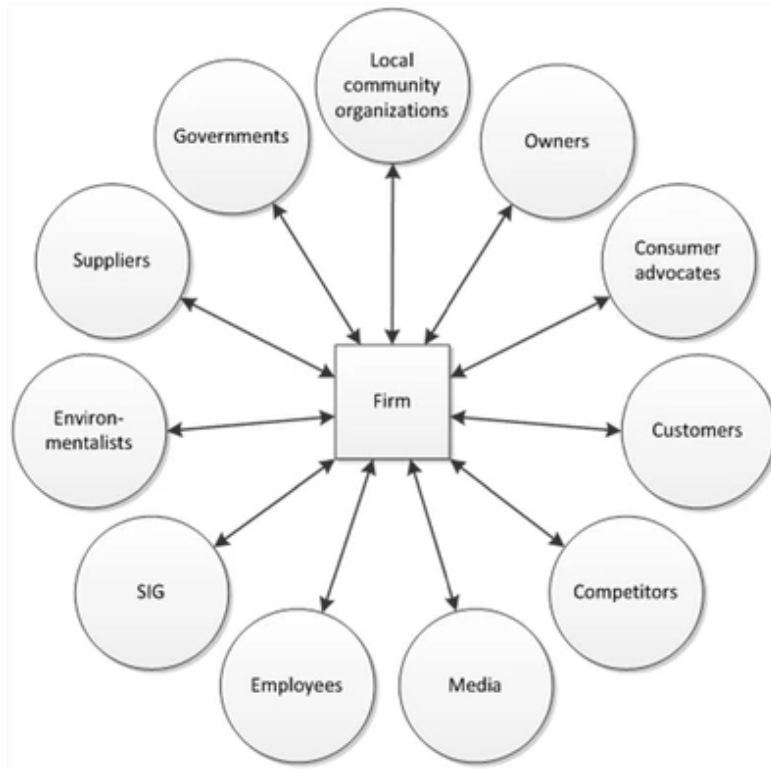


Figure 2: Stakeholder view of the firm (from Freeman, 1984)

More recently, Freeman et al. (2007) developed the stakeholder view of the firm further to separate primary and secondary stakeholders. Primary stakeholders are central to the survival and growth of the business. These include customers, employees, suppliers, financiers, and local communities. Secondary stakeholders represent the broader environment in which a business operates. Secondary stakeholders include activists, governments, competitors, media, environmentalists, corporate critics, and special interest groups (Freeman et al., 2007). Both primary and secondary stakeholders are relevant for CSR, as businesses are required to take into account the interests of all stakeholders. This two-tiered stakeholder model is a first step in distinguishing between more and less important stakeholders. However, the model does not include a systematic approach to determining the relevance of each stakeholder or stakeholder group.

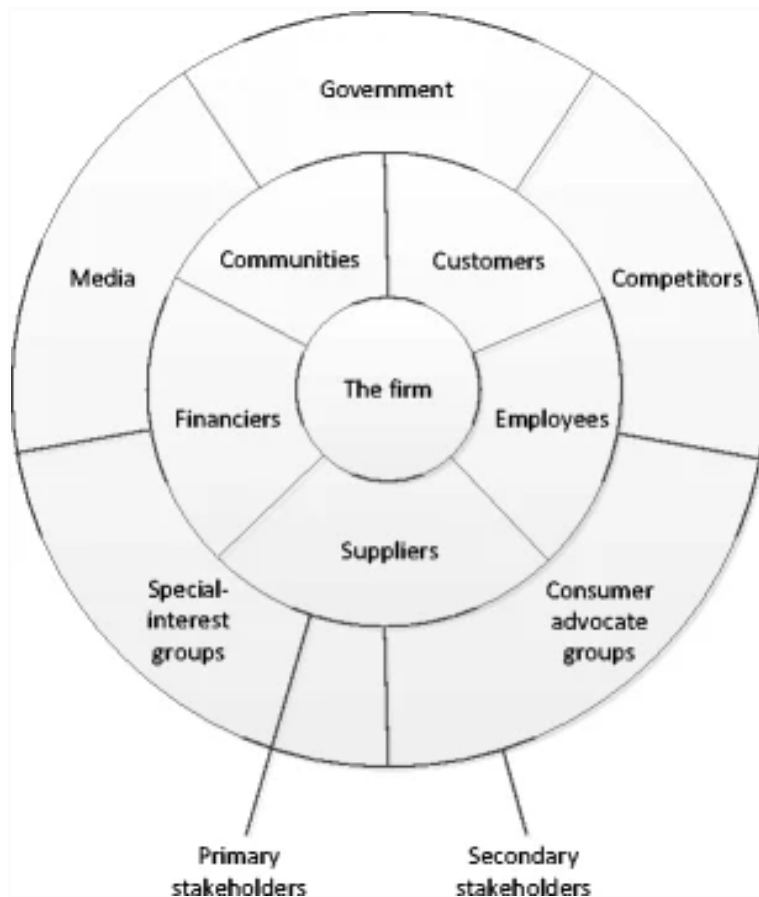


Figure 3: Stakeholder view of the firm (from Freeman et al., 2007)

2.3.1 Stakeholder Management

Stakeholder Management refers to the practical implementation of the principles outlined in stakeholder theory. It involves the processes, strategies, and actions an organization undertakes to identify, engage, and address the concerns of its stakeholders. The literature on stakeholder management is generally in agreement that stakeholders compete for resources (McManus, 2002). As a result, O’Riordan & Fairbrass (2014) identify the prioritization between the stakeholder claims as the fundamental dilemma of stakeholder theory. The most commonly applied model for stakeholder selection and prioritization is the stakeholder salience framework, introduced by Mitchell et al. (1997). This model was developed to help business managers separate stakeholders from non-stakeholders and to help managers identify to whom they should pay attention and devote resources. The stakeholder salience framework categorizes stakeholders on the basis of possessing one or more of three key attributes: power, legitimacy, and urgency.

If a stakeholder has power, they can influence the firm to do something that it wouldn’t otherwise do (O’Riordan & Fairbrass, 2014). A government, for example, has power over the businesses that operate within its borders. In this case, the power that the governmental stakeholder holds is coercive, based on authority. Power can also be utilitarian, meaning it is based on control over funds and resources.

If a stakeholder has legitimacy, this means that there is a general perception that its activities are desirable in society’s system of norms and values and that its claim to the firm’s resources is valid as a result (Mitchell et al. 1997). An educational institution is generally thought of as a stakeholder that has high legitimacy.

Finally, a stakeholder that has urgency, has a need, or a claim that requires attention from the firm. Within the context of CSR, a stakeholder that has urgency can be someone who is negatively affected by the firm's externalities for example.

This stakeholder prioritization model was developed to provide a systematic approach to identifying relevant stakeholders, less important stakeholders, and non-stakeholders. Non-stakeholders are parties that do not possess either of the three aforementioned key attributes. Therefore, the business manager should not spend time, energy, or resources on this group. Parties that possess only one of the three attributes are latent stakeholders, these should also not receive much attention from the manager. Parties that possess two of the attributes are expectant stakeholders, engagement between expectant stakeholders and the managers should be higher. Finally, definitive stakeholders possess power, legitimacy, and urgency. These are the firm's most important stakeholders, and as such, receive priority from managers. Despite the age of the model, it has in recent years become more relevant than ever due to the rise of concepts such as stakeholder democracy, corporate accountability, governance, and corporate social responsibility (O'Riordan & Fairbrass, 2014).

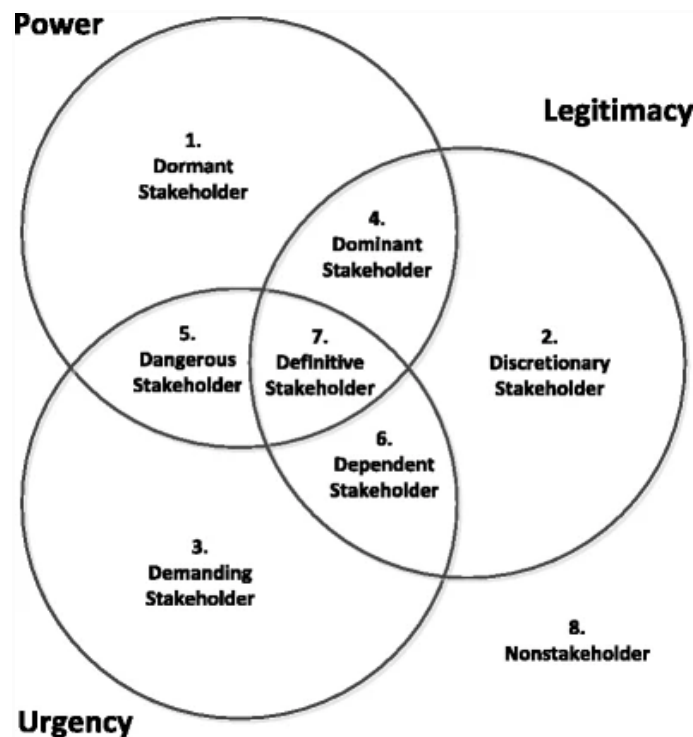


Figure 4: Model for stakeholder prioritization (from Mitchell et al., 1997)

2.3.2 Society or Community

The most commonly referred to stakeholder group in the CSR literature is 'the community', sometimes also called 'society'. Freeman (2007), in his two-tiered stakeholder view of the firm, identifies 'communities' in the plural, as primary stakeholders. Other authors, however, define 'the community' or 'society' as a singular entity (Dawkins & Lewis, 2003). Both concepts of 'the community' and 'society' refer to the stakeholder group that should benefit from the firm's CSR efforts (Inyang, 2013). Because of the widespread disagreement and the importance of the community and society stakeholder groups, it is important to clarify the distinction here. Inyang (2013) defines the community as the social fabric in which the firm is located. Society is a broader, more abstract term for this stakeholder group. The community,

or a community, is a stakeholder group that can be precisely defined. Society, on the other hand, has no clear beginning or end, no geographical boundaries.

The concept of society, in the CSR literature, is usually preferred when we refer to the stakeholder group in relation to whom the firm is taking on a social responsibility (Caroll, 1979). As such, the term society is mostly related to the marketing-centric view of CSR. Society is the subject of CSR communication in corporate efforts to improve brand image and stakeholder attitudes (Du, Bhattacharya, & Sen, 2010).

The concept of communities is preferred when CSR initiatives are directed at specific subsections of society. This concept, therefore, has more relevance when discussing the actual actions that are undertaken (Inyang, 2013). Recently, researchers have started taking a more and more geographical perspective in their approach to communities in CSR. Sitkin (2013) for example concluded that a company's CSR actions affect societal outcomes for a specific population in a particular locality. The author advocates for a stronger focus on the community in which the firm is located for CSR initiatives. Similarly, Walker and Parent (2010), also propose a stronger focus on the geographical orientation of the firm's CSR initiatives.

Applying this framework to the case-study of the FC Groningen MBB programme, the term society will refer to the entire population of the Netherlands. This society is seen as a singular coherent entity that forms the social fabric in which FC Groningen operates. The CSR projects that fall under FC Groningen's MBB programme are directed at specific communities that are part of this wider social fabric. These communities are geographically defined local populations to whom the opportunity to participate in the MBB may be provided. In the Netherlands, the most commonly used geographical subdivisions at the local level are either the municipality or the neighborhood level (CBS, 2024). Between the two, the municipal level is preferred, as the neighborhood level is too fragmented for any meaningful comparison (Mulder, Dalla Longa & Straver, 2023). The football club is located in the municipality of Groningen, which is therefore its core community, on which, according to Sitkin (2013), they should focus most of their attention.

2.4 Participation

In the introduction of this research report, a distinction was made between participatory and non-participatory approaches to Corporate Social Responsibility. This chapter elaborates on the differences between these two approaches and goes into more detail on participatory CSR. However, it should first be noted that nearly all forms of Corporate Social Responsibility involve some degree of participation, as reflected in one of the definitions of CSR that were discussed earlier: 'CSR is ... working with employees, their families, the local community and society at large' (The World Bank, 2004, pp. 9). This definition reflects the fact that collaboration is one of the central aspects of CSR.

Broadly speaking, Participatory Corporate Social Responsibility refers to an approach in which stakeholders actively engage and collaborate in the development, implementation, or evaluation of CSR initiatives (Lee, Kim, and Kim, 2021). As such, it emphasizes the active involvement of individuals or groups. These could be members of local communities, employees, customers, or other stakeholder groups.

The distinction between participatory CSR and regular CSR is dependent on the type of stakeholders that are involved. In order to describe this distinction more specifically, the difference between participation and collaboration should be highlighted. Collaboration refers

to the process where multiple stakeholders work together towards a common goal. Participation, however, is the process where

2.4.1 Levels of Participation

Within participatory CSR practice, there is a wide range in the levels of participation exhibited. The concept of participation levels is rooted in the seminal work of Sherry Arnstein (1969). Arnstein's model of citizen participation categorizes participation into rungs on a ladder, ranging from non-participation and tokenism to meaningful engagement and empowerment. Participation levels delineate the varying degrees of engagement stakeholders have. Traditionally, participation is discussed in relation to public governance, but the concept has also been applied in the context of corporate social responsibility (Yoo, 2023).

Much of the literature on participatory CSR is focused on employees participating in the CSR projects in their company, rather than citizens or local communities (Atzmanstorfer et al., 2023). In other words, CSR initiatives rarely involve social programs that connect with their local communities. This fact is reflected in the most common type of participatory CSR, which is carried out through the consumers of a product, for example by donating a part of the profit from said product (Yoo, 2023). This is the most basic form of participatory CSR, where the actual level of participation is limited. An example of participatory CSR where the local community is involved, is the organization of events, workshops, or programs (Lee, Kim & Kim, 2021). In this type of participatory CSR, the level of participation is much higher, and the participant benefits from their involvement. This type of participatory CSR is relevant when the CSR efforts are aiming to achieve societal goals related to education, integration, and improving public health.

In the previous chapter, we have discussed how sports CSR is in a unique position to involve local communities in CSR initiatives (Smith & Westerbeek, 2007). As a result, the literature on participatory CSR is most extensively developed in the field of sport-related CSR (Hamill & Morrow, 2011; Kinga et al., 2020; Ribeiro et al., 2019; Straume et al., 2018; Walters, 2009). These studies all include physical activities, in which members of the community are invited to participate. This is the most intensive type of participation that can be found in CSR initiatives.

Authors investigating participatory CSR activities rarely approach participation on the level of individuals. Rather, participation in CSR tends to be investigated on the local community level. Hammill and Morrow (2011), the previously mentioned authors who investigated CSR initiatives in Scottish premier league football clubs, for example, find that most CSR initiatives are directed at local communities with geographical proximity to the football club. In most cases, this means communities located in the same city as the club. The authors argue that professional football clubs, in their CSR efforts, tend to focus on the geographical area which they have historically represented. Another author, Alan Sitkin (2013), in his study on the sub-national impacts of CSR activities in the United Kingdom, similarly argues that CSR initiatives should be more geographically oriented. In other words, he states that participatory CSR initiatives should be tailored to geographically defined communities.

2.4.2 Equitable participation opportunities

Stakeholder theory, and in particular the stakeholder salience model (Mitchell et al., 1997), can be used as a tool that helps improve the equitability of the distribution of CSR participation opportunities. As discussed, this model investigates the power, urgency and

legitimacy of stakeholder relationships in order to identify what is referred to as definitive stakeholders. By identifying communities that possess all three characteristics in their relationship with the CSR firm, the stakeholder salience model helps identify those communities that have the strongest stakeholder claim. As such, these are the communities that should be provided participation opportunities. In order for the stakeholder salience model to help improve equitability of distribution however, the characteristics of power, urgency and legitimacy should all be approached through this lens of equitability. The way in which power, urgency and legitimacy should be operationalized in order to contribute to more equitable outcomes will be discussed in the next chapter on the conceptual model.

3 Conceptual model

The previous chapter has introduced various theoretical models that are commonly applied in stakeholder selection and prioritization in the context of CSR programmes. In this chapter, these models are used to build a conceptual model for the selection and prioritization of the 'participants' stakeholder group in participatory CSR. Specifically, the proposed conceptual model operationalizes stakeholder salience theory, as it was proposed by Mitchell et al. (1997), for the equitable selection of participants in CSR initiatives.

3.1 Participants

The focus of the current research paper is on the equitable selection and prioritization of communities that can participate in a CSR project. These communities are the potential participants of said CSR initiative. In previous studies, this stakeholder group has been referred to as either participants (Yoo, 2023), beneficiaries (L'Etang, 1995) or recipients (Rupp & Mallory, 2015). In the Freeman et al. (2007), two-tiered stakeholder model, this group most closely resembles the 'communities' stakeholder group. Participants are external to the organization, make a claim to its resources on the basis of an ethical or philanthropic responsibility that is taken by the firm (see Carroll's 1979 pyramid of social responsibilities). In Freeman's original two-tiered stakeholder view of the firm, 'communities' are an important stakeholder group because the firm has social responsibilities towards them. Similarly, in the context of CSR, participants are an important stakeholder group because the firm has chosen to take some form of ethical or philanthropic responsibility through initiating a CSR initiative. The key difference is that participants are individuals, and as such can be seen as a subset of the 'communities' stakeholder group. However, we have seen in the previous chapter that CSR initiatives that aim to involve participants should aim at specific geographically oriented communities, rather than individuals. Participants are the members of these communities that decide to become involved in the CSR initiative (Yoo, 2023). CSR participants have been established as individuals who benefit from their involvement. In other words, they make a claim to the time and resources of the firm.

3.2 Operationalizing power, urgency, and legitimacy

According to the stakeholder salience model (Mitchell et al., 1997), a definitive stakeholder possesses all three key attributes: power, legitimacy, and urgency, in their relation to the firm. In this section, power, urgency, and legitimacy are operationalized for potential CSR participants. This operationalization results in a conceptual model that helps CSR participant prioritization. Additional attention is paid to the legitimacy attribute, as this attribute is most central to the equitability of the process of stakeholder prioritization.

3.2.1 Urgency

According to Mitchell et al. (1997), a stakeholder has urgency in relation to the firm, when they have a claim to the firm's time and or resources that has to be addressed as soon as possible. This claim is derived from the philanthropic responsibility that is taken on by the firm. This means that the urgency of the 'participants' stakeholder group is dependent on the exact nature of the social responsibility that the firm focuses on in its CSR efforts. According to Smith & Westerbeek (2007), it is up to the organization to identify and communicate what they perceive their social responsibility to be. This will usually be reflected in that organization's CSR goals. Therefore, the level of urgency that is associated with any

potential participant is dependent on the CSR goals that are set by the organization. In other words, a potential participant will possess urgency when their needs coincide with the organization's CSR objectives. In terms of equitability, this implies that those communities where the needs are relatively greatest have the most urgent claims.

The attributes of power, urgency and legitimacy describe the relationship between firm and stakeholder. Therefore, the urgency of a community's stakeholder claim for participation opportunity is also affected by the firm. In setting the CSR goals, determining a target group and target area, the firm sets limitations on what communities could be considered as stakeholders. As such, the CSR firm can affect the urgency of stakeholder claims by setting their policy.

3.2.2 Power

A stakeholder has power over the firm when it can influence it to do something it wouldn't otherwise do (Mitchell et al. 1997). In the context of a professional sports organization, potential participants can hold two types of power over the organization.

The first type of power that stakeholders can hold over the sports organization is normative. According to Etzioni (1964), normative power is based on prestige and social acceptance. The author writes that a stakeholder has normative power when they are perceived to be respectable and prestigious. Through its CSR efforts, an organization aims to achieve exactly that; it wants to be perceived as socially responsible (Du, Bhattacharya, & Sen, 2010). The stakeholder group that is generally ascribed normative power to, in the context of CSR, is the community or society more broadly (Dawkins & Lewis, 2003). Since the aim here is to determine the power of individuals or localized communities, normative power is not relevant for the operationalization of power.

Secondly, potential participants can have utilitarian power. Professional sports clubs are in large part economically dependent on the sale of tickets, merchandise, and broadcasting rights. In other words, a sports club is economically dependent on the consumers of its products and services (Breitbarth & Harris, 2008). This means that the consumers, or customers as identified by Freeman et al. (2007), possess utilitarian power over the sports organization. Breitbarth & Harris (2008) however, warn that consumers are not necessarily important stakeholders in the context of CSR too. Only when those consumers are actually interested in the organization's CSR initiatives does their consumption translate into utilitarian power. A potential participant therefore possesses power when they are also a consumer of the organization's products or services.

Importantly, communities are only able to exercise their power when they are able to organize together. One individual alone is not able to influence a firm, financially or otherwise. In other words, a community can only exercise power over the firm when it has organizational power. This organizational power of a community is commonly expressed in social capital. Social capital refers to the strength of social networks and the ability of resources to be shared among a community (Bhandari & Yasunobu, 2009). A high level of social capital, therefore, implies a higher likelihood that a community is able to exercise power over the firm.

3.2.3 Legitimacy

A firm-stakeholder relationship is legitimate when there is a general perception that the stakeholder's activities are desirable in society's system of norms and values and that their claim to the firm's resources is valid as a result (Mitchell et al., 1997). In their original article, Mitchell and colleagues already recognized that legitimacy is difficult to operationalize for

individual stakeholders or stakeholder groups. Therefore, the legitimacy of a stakeholder is usually determined by the legitimacy of the stakeholder claim. That is to say, a stakeholder is legitimate when their claim to the firm's resources is perceived as being in line with society's norms and values. According to Carroll (1969), these norms and values refer to a broad range of ethical principles such as justice, rights, and utilitarianism. In the context of equitable CSR, these norms and values are related to the just distribution of access to participation. Indeed, Smith and Westerbeek (2007), prioritize equality, access, and diversity as core values that determine the legitimacy of a stakeholder claim. In their article on CSR through sports activities, they argue for the importance of equal access to sports for all members of society. The values of justice and rights, as discussed by Carroll (1979), similarly promote the equitable distribution of services and resources through the concept of spatial justice (Soja, 2010). Spatial justice refers to the promotion of spatial equality and access to goods or services. As we have seen, the MBB programme provides a public service in the promotion of physical health.

In the context of improving the justice and equity of CSR participation, the legitimacy of the stakeholder claim is therefore operationalized as a claim that is in line with the values promoted through the spatial justice concept, namely the spatial equality in access to the public service provided through the MBB programme. Therefore, a potential participant, or more accurately a community, possesses legitimacy when their stakeholder claim promotes equality in access to participation. In practice this means that those communities that have had the least access to participate in the past, have the most legitimate claim to be provided future opportunity to participate.

3.3 The model

The definitive conceptual model for the prioritization of participants in CSR initiatives takes on the same form as the original stakeholder salience framework that forms its basis (Mitchell et al., 1997). Table 1 below provides an overview of the original definitions of the three attributes that are required for a stakeholder to be definitive: power, urgency and legitimacy. It also summarizes how each has been operationalized for the context of CSR participants. This operationalization results in the conceptual model as represented below in figure 5.

	Original definition (Mitchell et al., 1997)	Operationalization for potential CSR participants
Power	A stakeholder has power when they make the firm do something it wouldn't otherwise do	A potential participant has power when they pay for the firm's products or services and is able to organize in their community
Urgency	A stakeholder has urgency when they need the organization to take action	A potential participant has urgency when their needs coincide with the organization's CSR goals
Legitimacy	A stakeholder has legitimacy when their activities are perceived as desirable in society's norms and values.	A potential participant has legitimacy when their claim promotes equality of access for all

Table 1: Definition and operationalization of power, legitimacy and urgency

According to the stakeholder salience framework, power, urgency and legitimacy are all three equally important in determining a stakeholder's salience. In other words, a definitive

stakeholder is required to have a legitimate and urgent stakeholder claim to the firm's resources, and is required to be able to exercise power over the firm. Despite the fact that this proposed conceptual model is based directly off this stakeholder salience framework and takes the same shape, there is one key difference.

The proposed conceptual model is developed in order to promote an equitable selection and prioritization of CSR participants. Since the aim of this model is to promote equitability, the role of the power attribute of the firm-stakeholder relationship changes. Equitability refers to the additional attention to those stakeholders (communities) that are lacking behind. It is therefore, not the communities that are able to exercise power over the firm that are relevant, but the exact opposite. In order to promote equitability, it is those communities that are not able to exercise power to whom definitive stakeholder status should be attributed.

The other two stakeholder-firm relationship attributes: urgency and legitimacy, do play the same role in the proposed model as they do in the original stakeholder salience framework. Meaning that communities of high urgency and high legitimacy move towards the definitive stakeholder status. To summarize, a definitive stakeholder has an urgent claim, a legitimate claim, and is relatively unable to exercise power over the firm. The definitive stakeholder in this model should be interpreted as those communities that should be provided additional opportunities to participate in the CSR programme if the firm intends to improve the equity this programme's outcomes.

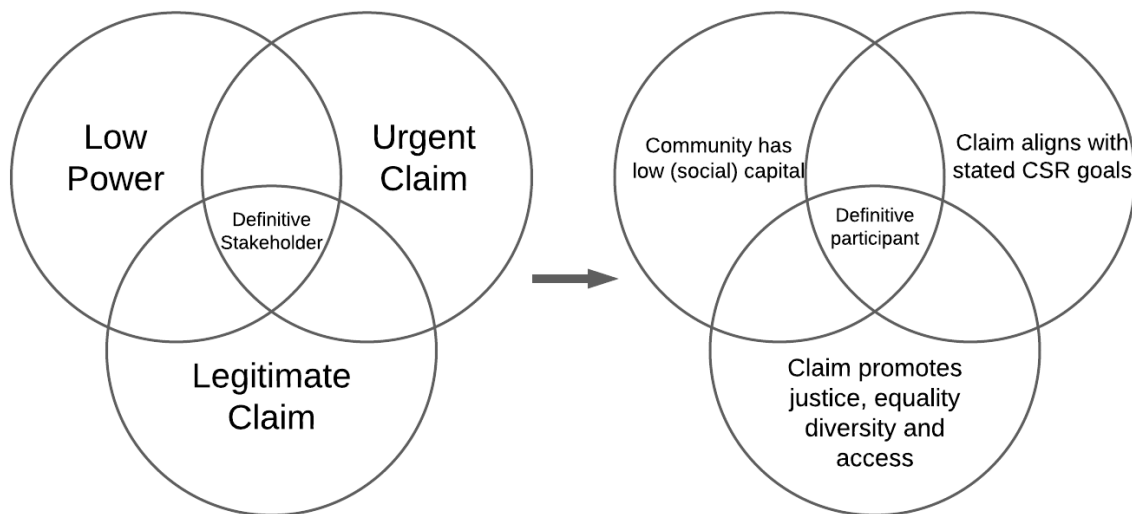


Figure 5: proposed conceptual model (author)

4 Methodology

In the previous chapter we have developed a conceptual model that will help us investigate how the roles of potential participant's power, urgency and legitimacy take shape in the context of participatory CSR. This model is developed in an attempt to help us understand why legitimacy seems to be taking a secondary role, after power and urgency. The next step in this research report is to investigate what CSR participant selection looks like in a real world example. The proposed conceptual model will also be applied to this example, in order to investigate how current practice differs from the proposed method.

To this end, the case study research method was chosen, as drawing such lessons requires a detailed understanding of the involved processes. When research questions require an in-depth description and understanding, case study research is most effective (Yin, 2009). It allows the researcher to explore processes and practices in a specific context. The case-study subject that was chosen is the previously introduced MBB programme, which is run by football club FC Groningen.

The football club Groningen was chosen for a combination of reasons. Firstly, FC Groningen is very explicit in its dedication to achieving CSR goals. This is reflected in the fact that they have created the 'FC Groningen in de Maatschappij' foundation, which acts as a semi-independent wing of the organization. The 'FC Groningen in de Maatschappij' foundation employs at least twelve people who are solely focused on the clubs' societal efforts (FC Groningen, 2022b). Research by the University of Utrecht has shown that the FC Groningen foundation's FTE ranks seventh among Dutch professional football clubs, shown below in figure 6 (Van der Roest, 2022). As a result, FC Groningen has a broad range of well-developed societal programmes that can be identified as corporate social responsibility efforts (Baas, 2021; RTVNoord, 2022). Furthermore, this dedication results in the broad availability of data on the CSR programmes. The second reason for the selection of FC Groningen as the case-study subject is the ease of access to both this broad range of data and to the employees of the FC Groningen in de Maatschappij foundation.

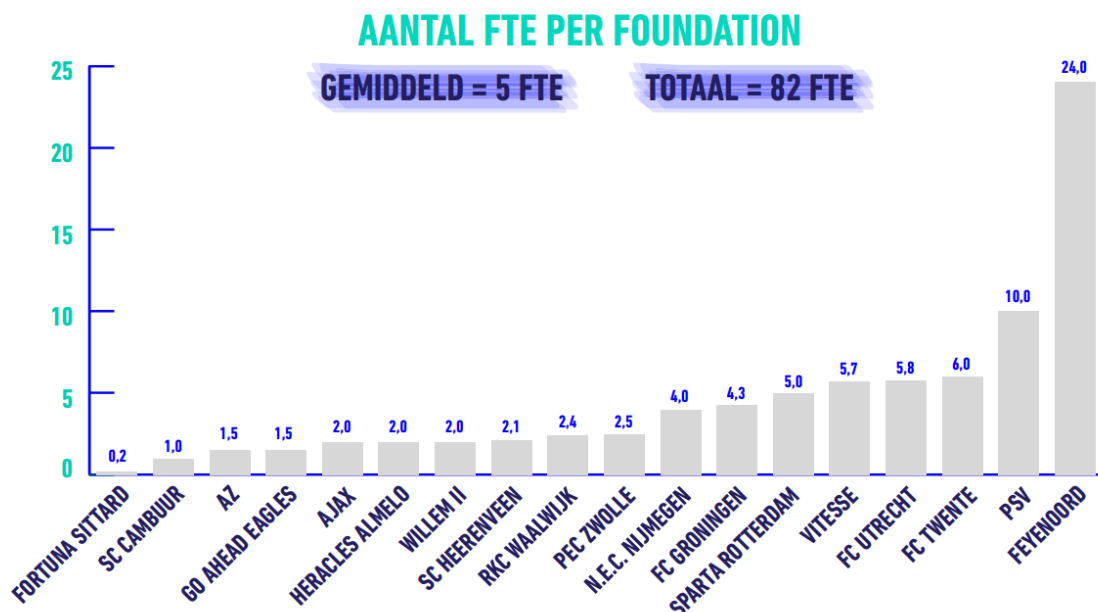


Figure 6: Full-time equivalent (FTE) of Dutch professional football clubs' societal foundations in the 2021/2022 season (Van der Roest, 2022)

4.1 Case study context

4.1.1 FC Groningen

FC Groningen is a professional football club located in the city of Groningen in the northern Netherlands. The club has been playing in the Eredivisie, the highest level of professional football, since the league's inception. The club is housed in the Euroborg stadium, the eighth largest in the Netherlands. FC Groningen is the only professional football club from the province and municipality of Groningen. As such, FC Groningen is one of the biggest football clubs in the country, explaining its ability to dedicate resources to various CSR programmes, including the MBB. Nonetheless, the club has seen limited success on the pitch, only ever winning one prize at the highest level.

4.1.2 The FC Groningen In Society Foundation

Off the pitch, FC Groningen is engaged with many societal projects that fall under the broad umbrella of CSR. Therefore, the club started the 'FC Groningen in de Maatschappij' foundation (FC Groningen In Society) back in 2010. This foundation is responsible for all the club's societal projects. The foundation has its own board, however, it cannot be seen as a truly separate entity from the rest of the club, as the foundation is fully dependent on the club (FC Groningen, 2022b). Therefore, the FC Groningen in de Maatschappij foundation will be referred to simply as FC Groningen in this thesis. FC Groningen and its foundation put most of their societal efforts towards improving physical and mental health through sports. As such, their mission statement is to rid the northern Netherlands of physical inactivity (FC Groningen, 2022). Physical inactivity (*bewegingsarmoede*) refers to the situation where an individual does not get the required amount of exercise. The required amount of exercise is specified in the exercise guidelines (*bewegingsrichtlijnen*), which are defined by the National Institute for Public Health and the Environment; RIVM. The exercise guidelines dictate that children should exercise for at least one hour a day and adults for two and a half hours a week (RIVM, n.d.).

4.1.3 Meer en Beter Bewegen

The main CSR programme that FC Groningen is running, through its foundation, is the previously introduced 'Meer en Beter Bewegen' (MBB; more and better physical activity) programme. This programme consists of various projects that pursue FC Groningen's goal of reducing physical inactivity. The MBB programme consists of five main projects, all of which run throughout the year. The first and most important is the Bewegen op School (exercise at school) project, where FC Groningen trainers visit all primary schools in the province to host a gym class once a year. Secondly, there is the Bewegen in De Wijk (exercise in the neighborhood) project, where FC Groningen trainers visit various neighborhoods in and around the province to host a training session for children in the area. The third project, Voetbal bij de Club (football at the club), includes tournaments and a walking football team hosted by FC Groningen. Furthermore, FC Groningen trainers visit elderly homes to provide residents with a programme of physical activities as part of this project. Fourth, there is the Trainen Als Een Prof (exercising like a professional) project. Within this project, FC Groningen trainers host clinics, football camps, and masterclasses, for a fee. Finally, there is the Vitaliteit op de Werkvloer (vitality at the workplace) project. Under this project, FC Groningen provides workshops and educational activities for the employees of interested companies. Table 2 below provides an overview of the most important projects under the MBB programme, as discussed here.

Project	What	For whom	Accessibility
Bewegen op School	PE class	Children 6-12 years	Free
Bewegen in de Wijk	Exercise programme	Children	Free
Voetbal bij de Club	Exercise programme	55 and over, elderly	Free
Trainen als een Prof	Education and exercise programme	Children 6-12 years	Payment
Vitaliteit op de Werkvloer	Adults	Children 6-12 years	Payment

Table 2: Overview of Meer and Beter Bewegen Projects

4.2 Methods

A case study research design can take many shapes. As such, it is important to elaborate on the exact nature of the methods used in the current study. According to a CSR literature review by Walzel, Robertson and Anagnostopoulos (2018), qualitative research methods, and the combination of documentary analysis and interviews in particular, are the most common and most suitable methods for CSR research in professional football and sports. The reason for this finding is the strong focus on processes and meanings of CSR research. This is because CSR practice and outcomes are dependent on the firm's internal policy and its CSR manager's decision-making. Only by inquiring about this process at the source directly can a comprehensive insight be acquired. Since this research report is investigating the process of participant selection in CSR practice, the qualitative approach has therefore been deemed suitable. This qualitative approach is however combined with a quantitative one. Since the topic at interest is the equitability of CSR participation opportunities, it is important to gain insight into the equitability of the current practices. This insight is developed through the analysis of past MBB project locations.

4.2.1 Descriptive data analysis

The first stage of the research consists of a descriptive analysis of data on FC Groningen's CSR programmes and its participants. This data was collected by FC Groningen and was made available to the researcher for the purpose of this study. The data is organized by programme, and was collected between November 2020 and May 2023. A total of 761 projects that fall under the MBB programme have been recorded over this period. The recorded data includes the types of projects, dates, locations, and attendance by age and gender. This first stage of the research project aims to develop an understanding of the extent of CSR projects that FC Groningen is involved in as well as develop an insight into the current participants. Thereby, this analysis helps show the degree to which the MBB CSR programme is currently equitably distributed. This data analysis is descriptive in nature, as it is not looking at the participant selection process or applying any rigorous statistical testing. Rather, the descriptive data analysis is applied in order to provide a contextual basis for further analysis.

4.2.2 GIS analysis

A GIS analysis is used in order to investigate the spread of MBB projects across the northern Netherlands region. The aim of this analysis is to investigate to what extent the

current location selection process results in spatially equitable outcomes. It potentially identifies communities that are limited in their access to participation, which is used in the interviews that followed. GIS analyses are performed in ArcGIS pro 3.0.0. This spatial analysis uses the same dataset of MBB project locations. Furthermore the analysis uses the NWB (nationaal wegenbestand; Rijkswaterstaat, n.d.) for network analysis, and the Bestuurlijke Grenzen (administrative boundaries, PDOK, n.d.) for municipal and provincial boundaries.

4.2.3 Interviews

The second stage of the current research project aims to develop an understanding of what CSR participant selection currently looks like in practice. More specifically, the aim is to investigate what factors guide this decision-making process. To that end, a series of semi-structured interviews was conducted. The interview guide that was used for these interviews is included in appendix 1. The main themes of the interviews include both FC Groningen's broad strategy and policy regarding CSR programme organization, as well as inquiries about the location choice of specific projects. The researcher made use of maps of past project locations to ask about the reasonings behind the spatial patterns (these maps are included later in figures 7, 8, 9, 10 and 11). Other lines of questioning explored the role of various types of data in location prioritization, aimed to identify external stakeholders, and required interviewees to reflect on past decisions.

The interviews were conducted with four CSR implementation managers at the FC Groningen Foundation. These interviews were conducted between January 19th and February 6th of 2024. Interviewees were carefully selected based on their involvement with policy-, and decision-making related to the CSR programmes. An overview of their functions is shown in table 3 below. Interviewees are not mentioned by name in the research report, as all signed a consent form that guarantees anonymity. Interviews were conducted in person at the FC Groningen offices, in Dutch. The interviews were audio-recorded and transcribed. The transcriptions, therefore, are also written in Dutch and are included in appendix 2. The in-text citations that will be presented in the results chapter are translated into English by the primary researcher.

Interview audio recordings were saved on the primary researcher's personal harddrive, behind password control. The same was done with transcripts, in order to guarantee interviewees privacy. These transcripts were uploaded to a coding software programme, however only privately accessible through the primary researcher's account.

Interviewee	Function	Interview date
A	Manager CSR division	19-01-2024
B	CSR strategist and policymaker	19-01-2024
C	Coördinator programme implementation	25-01-2024
D	Coördinator programme implementation	06-02-2024

Table 3: List of interviewees

The aim of these interviews was to gain a more detailed insight into the process of participant prioritization and selection. Interviews were conducted for the specific purpose of the research report. Interviews were transcribed and analyzed using a combination of

inductive and deductive coding. Coding was performed using ATLAS.ti 23 software. The first rounds of coding were deductive, with a codebook based on key theories, including the Freeman et al. (2003) and Mitchell et al. (1997) stakeholder models. The resulting codebook contains hierarchical codes. Examples of codes originating from the first round of coding include, but are not limited to, external stakeholder, equity, physical inactivity, community, power, urgency, legitimacy, CSR programme and CSR project. However, these did not cover all the themes that were discussed during the interviews. Therefore, the next rounds of coding added inductive codes to the codebook. These additional codes were more process-oriented. Examples here include: goal, target group, high priority, low priority, motivating factor, reflection. These codes helped organize the insight on the decision-making process more clearly. The codebook including all used codes is included in appendix 3.

5 Results

Participation in the MBB programme is purely voluntary. As a result, participant selection refers in practice to the selection of groups that are given the opportunity to participate. For most of the MBB projects the only participation criterion is age (a large part of projects is aimed at children specifically). The only remaining limiting factor for the opportunity to participate (besides age) is ease of access, or proximity, to project locations. Therefore, 'communities' are provided opportunity to participate through the location-choices of CSR projects, as has been established in the theoretical framework. In the context of the MBB programme, the process of participant selection is synonymous to the process of location choice. In our conceptual model a definitive stakeholder possesses three key attributes; power, urgency and legitimacy. Therefore, these are the three attributes that are investigated for the stakeholder relationships between the firm and communities that are included or excluded from the MBB programme.

5.1 FC Groningen's CSR initiatives

This section is dedicated to investigating the current extent of the MBB programme. By looking at internal FC Groningen data on their CSR activities between November 2020 and May 2023, we explore the extent of CSR initiatives that the club is involved with, as well as who participates in them. The various CSR projects in which FC Groningen is involved have been shortly introduced in the previous chapter. These include five types of initiatives: Bewegen op School (BoS), Bewegen in de Wijk (BidW), Voetbal bij de Club (VbdC), Trainen als een Prof (TaeP), and Vitaliteit op de Werkvloer (VodW). All of these initiatives are part of the Meer en Beter Bewegen programme, aiming to reduce physical inactivity in the region. There are however some significant differences between the types of initiatives. Therefore, the five initiatives are investigated in more detail here. The aim of this section is to provide a complete overview of the CSR initiatives that FC Groningen is involved in. Out of the 761 recorded projects, 328 do not have a registered number of participants. This missing data is due to the fact that only the number of unique participants is recorded, while the data contains a number of projects that have repeated participants. This is the case for a part of the BidW and VbdC projects, which have participants return on a weekly basis. We are only interested in unique participants, so the cases with missing data on participants are deleted, leaving 433 projects with recorded unique participants.

After data preparation the first step in analysis was to investigate the frequencies of the various programmes. The remaining 433 cases consisted mostly of BoS (171) and TaeP (156) projects, while BidW (58), VbdC (31) and VodW (17) made up a considerably lower share of total projects. BoS and TaeP together make up over 75 percent of total projects, indicating that these are the most important programmes.

Programme	Abbreviation	Number of projects	Percent
Bewegen op School	BoS	171	39,5%
Bewegen in de Wijk	BidW	58	13,4%
Voetbal bij de Club	VbdC	31	7,2%
Trainen als een Prof	TaeP	156	36,0%

Vitaliteit op de Werkvloer	VodW	17	3,9%
Total		433	100%

Table 4: Number of projects per programme

Next, we compare the various programmes on their average participation. Unsurprisingly, BoS and TaeP are also the programmes with most participants per project, at 120 and 66 respectively. This finding explains why they are also the most common programmes. The VbdC programme however, is not far off the same levels of participation, with 61 participants per project. The VodW programme sees the least participants per project at 17, which likely explains why it is also the least frequently organized.

Strikingly, both BoS and TaeP have minimum values of 0, meaning that there have been projects under these programmes with no participants. The 433 cases that were kept for analysis contain five cases where zero participants have been recorded. These cases have not been deleted during data preparation, as they differed from cases with missing data, where the participants variable was left empty. Therefore, the assumption is made that these instances of zero recorded participants are not the result of data entry error.

Programme	Number of total participants	Participants per project (Mean)	Minimum	Maximum
BoS	20.572	120,30	0	543
BidW	2.364	40,76	4	150
VbdC	1.884	60,77	8	300
TaeP	10.264	65,79	0	300
VodW	283	16,65	7	25
Total	35.367	76,86	0	543

Table 5: Attendance statistics of projects under the Meer en Beter Bewegen programme between November 2020 and May 2023

In investigating the data on FC Groningen's various CSR programmes we have found that the BoS and TaeP are the most important programmes in terms of the total number of projects, and in terms of the number of participants per project, together making up nearly 90 percent of all participants. Therefore, these programmes are most interesting in our further analyses. The larger scale of these projects implies for example, that they should be able to achieve relatively higher levels of equitability in their spatial distribution. The next section will take a closer look at each specific programme, including the distribution of its locations.

5.2 CSR project locations

This section will continue to use the data on FC Groningen's CSR projects that has been introduced in the previous section. Project locations in this dataset have been recorded using a combination of location names and addresses. These variables have been transformed into X and Y coordinates using Google Maps and transferred to ArcGIS

software for data visualization. The chosen level of analysis for this spatial data is the municipal level, as it is the most clearly defined level at the local community scale in the Netherlands.

5.1.1 Bewegen op School

There are a total of 358 primary schools in Groningen and northern Drenthe (DUO, 2023). During the study period, FC Groningen has visited 171 of these. Six of these are located in Drenthe, whereas the remaining 165 visited schools are located in Groningen. No schools in Friesland were visited as part of the BoS programme. The largest inequalities in projects organized for the BoS programme are therefore between the three provinces, with Groningen being heavily preferred. Even within the province of Groningen there are significant differences between the municipalities, with Oldambt seeing 100% of its schools visited and Groningen seeing only 44% visited (see figure x below).

Municipality	Number of primary schools	Number of schools visited	Share of schools visited
Oldambt	21	21	100%
Westerkwartier	37	33	89%
Stadskanaal	18	12	67%
Veendam	12	8	67%
Het Hogeland	33	21	64%
Westerwolde	19	12	63%
Pekela	7	4	57%
Eemsdelta	25	12	48%
Midden-Groningen	30	14	47%
Groningen	64	28	44%
Noordenveld	16	3	19%
Total Groningen (P)	266	165	62%
Tynaarlo	18	3	17%
Aa en Hunze	14	0	0%
Assen	27	0	0%
Borger-Odoorn	14	0	0%
Total northern Drenthe	92	6	6,5%

Table 6: Numbers of primary schools visited under the Bewegen op School project between March 2021 and May 2023, by municipality

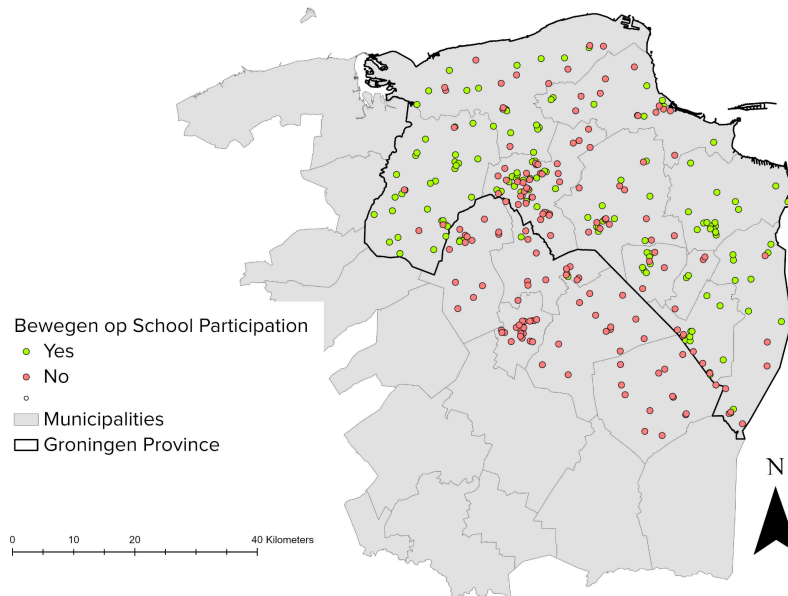


Figure 7: Map of primary schools visited under the Bewegen op School programme (author)

5.1.2 Bewegen in de Wijk

FC Groningen organized a total of 58 BidW events in the study period. The most BidW events were organized within the municipalities of Groningen (43,1%) and Veendam (22,4%), together making up more than half of all the events. The municipalities of Pekela and Eemsdelta both only saw 1 event each, and Oldambt was not visited at all. Furthermore, there was only one BidW event outside of the province of Groningen. Similar to the BoS programme, spatial inequalities exist between provinces, as well as between municipalities. The province of Groningen is favored over the other two, and the municipalities of Groningen and Veendam are favored over the other municipalities.

Municipality	Number of events	Share of total events
Groningen	25	43,1%
Veendam	13	22,4%
Het Hogeland	5	8,6%
Westerkwartier	4	6,9%
Midden-Groningen	4	6,6%
Stadskanaal	3	5,2%
Assen	1	1,7%
Eemsdelta	1	1,7%
Pekela	1	1,7%
Westerwolde	1	1,7%
Oldambt	0	0%
Total	58	100%

Table 7: Number of Bewegen in de Wijk projects per municipality

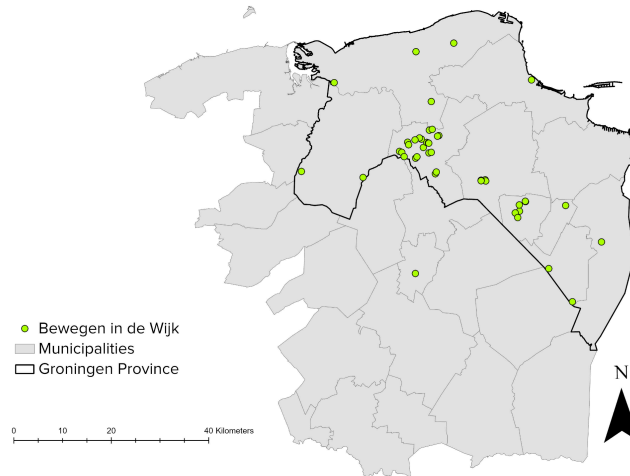


Figure 8: Map of Bewegen in de Wijk project locations (author)

5.1.3 Voetbal bij de Club

A total of 102 VbdC activities have been organized over the study period, however only 35 of these made it into our final dataset. This is because the remaining cases were deleted as they involve the same participants that return weekly. Nearly all events (80%) are organized within the municipality of Groningen. Only two took place outside the province. Again, the province of Groningen, and within it the municipality are favored heavily.

Municipality	Number of events	Share of total events
Groningen	28	80%
Oldambt	2	5%
Assen	1	3%
Emmen	1	3%
Midden-Groningen	1	3%
Stadskanaal	1	3%
Veendam	1	3%
Total	35	100%

Table 8: Number of Voetbal bij de Club projects per municipality

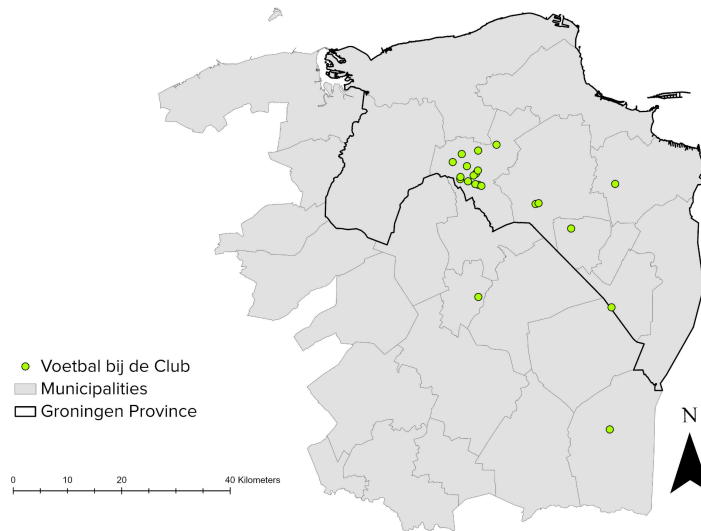


Figure 9: Map of Voetbal bij de Club project locations (author)

5.1.4 Trainen als een Prof

The Trainen als een Prof project is different from the first three types of projects, in that FC Groningen charges a fee for participation in TaeP events. In the study period, FC Groningen has organized 156 events as part of the TaeP programme. These events are organized at amateur clubs throughout the provinces of Groningen and Drenthe, and even in Friesland (see figure x). The spatial distribution of TaeP events is different from the other projects, in the higher share of events outside the province of Groningen. As much as 26,2% of TaeP events are organized in Drenthe, with Assen (17,3% of events) being the second-most visited municipality, only behind Groningen (37,8% of events). Furthermore, TaeP is the only programme with projects in eastern Friesland and the southern parts of Drenthe.

Municipality	Number of TaeP events	Share of total TaeP events
Groningen	59	37,8%
Veendam	16	10,3%
Westerkwartier	16	10,3%
Pekela	4	2,6%
Het Hogeland	3	1,9%
Oldambt	2	1,3%
Eemsdelta	2	1,3%
Stadskanaal	2	1,3%
Midden-Groningen	1	0,6%
Westerwolde	1	0,6%
Total Groningen province	109	70%

Assen	27	17,3%
Tynaarlo	4	2,6%
Noordenveld	3	1,9%
Aa en Hunze	2	1,3%
Hoogeveen	2	1,3%
Emmen	1	0,6%
Midden-Drenthe	1	0,6%
Borger-Odoorn	1	0,6%
Total Drenthe	41	26,2%
Terschelling	4	2,6%
Achtkarspelen	1	0,6%
Ooststellingwerf	1	0,6%
Total Friesland	6	3,8%

Table 9: Number of Trainen als een Prof projects per municipality

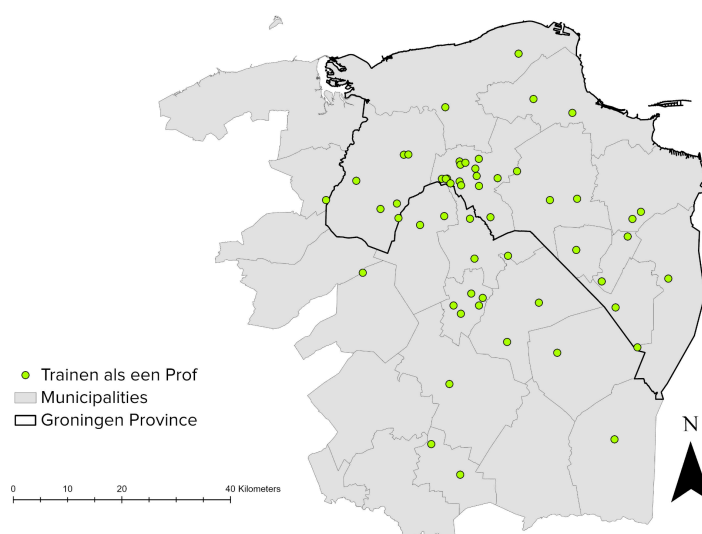


Figure 10: Map of the Trainen als een Prof project locations (author)

5.1.5 Vitaliteit op de Werkvloer

Since the Vitaliteit op de Werkvloer is relatively recently initiated, there have currently only been 17 of these workshops, all of which at the FC Groningen stadium in Groningen. Out of the five projects that fall under the MBB programme, the Vitaliteit op de Werkvloer project is the least interesting in terms of CSR. This is because the project is aimed exclusively at businesses and as such does not deal with social responsibilities in an inclusive manner.

Furthermore, the previous section has shown that VodW is the smallest programme in terms of total projects and total participants.

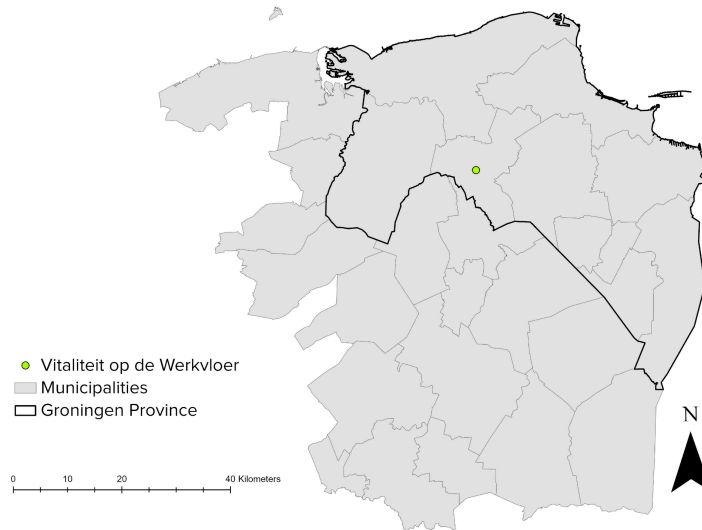


Figure 11: Map of Vitaliteit op de Werkvloer project locations (author)

5.1.6 Total project frequencies per municipality

The findings above have indicated that the province of Groningen is clearly the focal point of the MBB programme, with the northern Drenthe region also seeing some projects. Within this combined region of northern Drenthe and Groningen, there also seemed to exist inequalities between the municipalities. Here, all programmes are combined into one dataset to investigate if this is indeed the case. Figure x below represents the frequency of all programmes combined for all municipalities in Groningen and northern Drenthe. This figure confirms the finding that some municipalities are favored over others. Groningen, Westerkwartier, Veendam and Assen, the most populous municipalities, are visited most. Clearly lacking behind are the remaining provinces in northern Drenthe, but also Pekela in Groningen. These inequalities in project frequency confirm the earlier finding that there exist clear inequalities in participation opportunities. These inequalities exist both between municipalities and between the provinces.

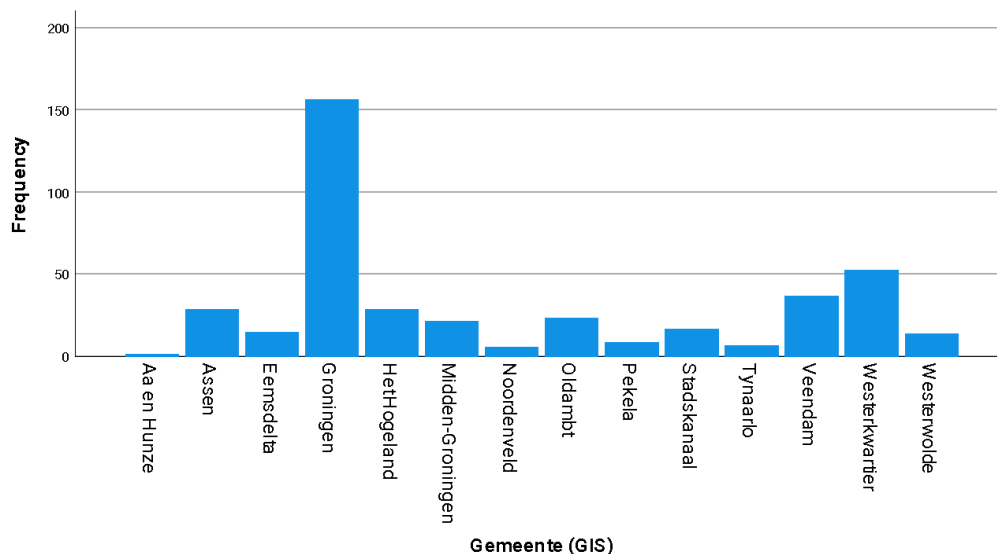


Figure 12: Frequency of all combined projects organized in the municipalities in Groningen and northern Drenthe (author)

5.1.7 GIS service area analysis

The final step in the analysis of MBB project locations is a service area analysis, in order to evaluate inequalities in access to at least one project. The service area analysis tool in ArcGIS Pro was used for this step. This tool calculates the area that falls within a set travel time or distance from project locations. Inputs for the analysis includes the NWB, the Dutch road network (Rijkswaterstaat, n.d.). Furthermore a combination of all project locations of the MBB programme is used. The selected travel distance towards project locations is five kilometers, as this has been found to be a distance that children as young as 10 years are often able to independently travel (Medeiros et al., 2021). The resulting service area of all combined project locations is represented below in figure x.

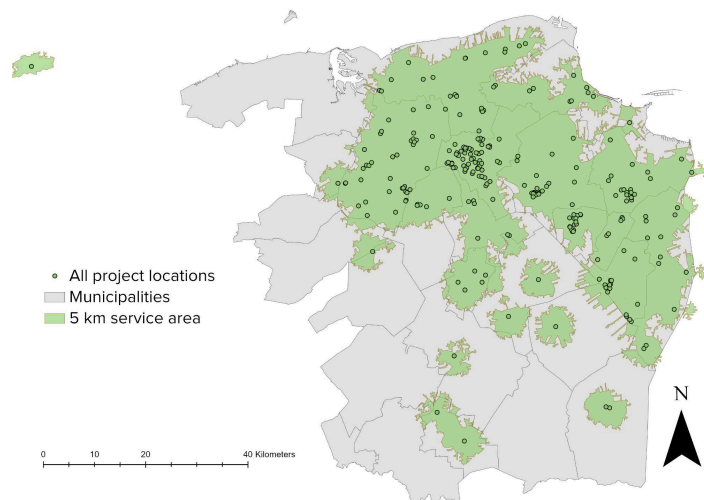


Figure 13: Five kilometer service area around all project locations, based on travel distance towards project locations (author)

Visually, the service area analysis shows high levels of coverage across municipalities in Groningen, and lower coverage in Drenthe and eastern Friesland. The ArcGIS tabulate intersection functionality was used next, in order to determine the percentage of area coverage per municipality. The resulting table is represented below in table x. Unsurprisingly, we find the highest levels of coverage in the municipalities in Groningen, like Pekela, Stadskanaal, Westerkwartier and Groningen. The lowest levels of coverage on the other hand are all found in Friesland and southern Drenthe. Most striking are the large differences in coverage between municipalities, even within the province of Groningen. Here the highest (Pekela, 99%) has over 40 percentage points more coverage than the lowest (Eemsdelta, 57%), and 30 percentage points more than the second lowest (Het Hogeland, 69%). These differences confirm the inequality in access to participation in MBB projects. This inequality is noticeable, both between the three provinces and between the municipalities within.

Municipality	Service area coverage (%)	Municipality	Service area coverage (%)
Pekela (G)	99,24	Noordenveld (D)	45,20

Stadskanaal (G)	96,48	Aa en Hunze (D)	36,29
Westerkwartier (G)	96,21	Borger-Odoorn (D)	22,90
Groningen (G)	94,24	Achtkarspelen (F)	20,70
Midden-Groningen (G)	88,14	Emmen (D)	14,93
Assen (D)	87,03	Opsterland (F)	12,13
Westerwolde (G)	80,26	Midden-Drenthe (D)	10,15
Veendam (G)	78,37	Ooststellingwerf (F)	6,53
Oldambt (G)	78,18	De Wolden (D)	2,20
Tynaarlo (D)	69,52	Smallingerland (F)	1,89
Het Hogeland (G)	69,52	Noardeast-Fryslan (F)	1,87
Eemsdelta (G)	57,21	Westerveld (D)	0,85
Hoogeveen (D)	50,93	Coevorden (D)	0,21

Table 10: Percentage of the municipalities that is covered by the service area of the MBB programme. Where (G) Groningen, (D) Drenthe and (F) Friesland

To summarize, significant differences in numbers of organized projects have been found across both provinces and municipalities. The province of Groningen is clearly prioritized over Drenthe and Friesland, with the latter barely being included at all. Furthermore, there also exist strong differences between municipalities. This is most apparent in the case of the municipality of Groningen, which sees more projects organized than any other municipality by a wide margin. Other municipalities that are favored include Veendam and Westerkwartier, while Pekela is lacking behind. Within Drenthe there is a clear distinction between Assen and the other municipalities. These variations in project frequency between these provinces and municipalities result in inequalities in access to participation in MBB projects between communities.

When comparing these outcomes to the data on physical inactivity in the Netherlands, it is striking that the municipality is such a strong focal point for the MBB programme. Figure x below shows the percentage of the population that is adhering to the RIVM guidelines on weekly physical exercise. This data show that this municipality already has the least problems regarding physical inactivity in the entire northern Netherlands region. According to this data, the most problematic areas in the northern Netherlands are the municipalities of Achtkarspelen (F), Oldambt (G), Pekela (G), Stadskanaal (G) and Veendam (G). For the MBB programme to be equitable in its location-choices, these municipalities should therefore be key focus points. However this has not shown to be the case. In fact, the municipalities of Achtkarspelen in Friesland and Pekela in Groningen are some of the least visited municipalities.

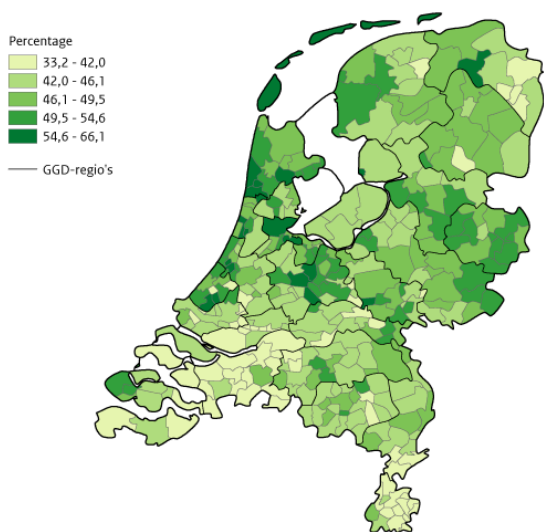


Figure 14: percentage of the population that is adhering to the RIVM guidelines on weekly physical exercise (RIVM, n.d.)

5.2 Interviews

The results of the first phase of the research project have revealed irregular spatial patterns in the MBB programme activities. This finding suggests that participation in the FC Groningen CSR projects is not equally accessible to all residents of the region. In this next section, the reasoning for the decision-making process behind this pattern is investigated through a series of interviews with FC Groningen CSR managers. These interviews are analyzed in the context of the conceptual model on stakeholder prioritization, as adapted from the stakeholder salience model (Mitchell et al., 1997). According to this model, a definitive stakeholder possesses three key attributes: power, urgency and legitimacy (see figure x).

5.2.1 Urgency

The first attribute, urgency, is based on the degree to which a communities' needs coincide with the firm's CSR goals. Therefore, the first step in developing an understanding of the decision-making process behind MBB project location choice, is gaining insight into the exact goals of the programme. According to the FC Groningen website and policy plan, the main goal is to combat physical inactivity in the club's 'service area' (FC Groningen, 2022a). If this is indeed the case, highest urgency is experienced in those communities that suffer the most from high levels of physical inactivity (see figure x). However, FC Groningen CSR managers emphasized several difficulties in pursuing this exact goal, as a result of their limited resources:

Physical inactivity is indeed the main starting point of the programme. But I think the goal is broader than just that. It is too complex of a problem to solve. So I think it would be great to just inspire as many people as possible for more physical activity, that is already a large step towards your goals. (Interviewee D).

Another interviewee also acknowledged the complexity of the issue of physical inactivity, adding that the goals should be broader than just fighting physical inactivity, referring to other health-related themes:

When we started, the focus was solely on physical activity. Back then we were even talking about solving it. Now, we are finding out that it is an issue too complex to approach like that. And I don't think we have the capacity for it. Since this season we have started making a switch to also looking more at lifestyle, nutrition, positive health, themes like that. Because there is more ground to gain there. (Interviewee A).

The CSR goals of the MBB programme, therefore, extend beyond the scope of just fighting physical inactivity. A better way to understand the goals is to inform and inspire as many people as possible to make them more conscious of their physical health. In that regard, the programme's target group is not just those affected by physical inactivity, but all people. As a result, it becomes a lot less clear what communities have the most urgent claim, in terms of stakeholder prioritization. In order to gain a better insight in what communities have the most urgent claim, interviewees were questioned on the MBB's most important target groups:

In principle the programme is for everyone in our service area. That means young and old and anyone in between. We have different projects for different groups, and I believe there is something for everyone. (Interviewee C).

The 'service area' is also referred to in FC Groningen's website and policy plans, in the officially stated goals. However, no clear delineation of this service area is given. Interviews revealed some disagreement surrounding this term, even among FC Groningen CSR managers. One employee for example stated:

The easiest way to explain it [the service area] is from Drachten to the German border, to Hogeveen. That triangle is our service area. But the main focus is on the province [Groningen] and the northern part of Drenthe (Interviewee A).

Whereas another explained:

We refer mainly to the province of Groningen, but we are also active in Drenthe and sometimes Friesland. However, not a lot in Friesland, so I would say mainly Groningen and Drenthe. (Interviewee C).

So it is clear that the province of Groningen is part of the service area, but the extent to which the surrounding provinces of Drenthe and Friesland are too, is not. There is however a general agreement that the main focus of CSR activities is on the province of Groningen and the northern parts of the province of Drenthe. These differences however, does not imply that communities in Groningen and northern Drenthe have more urgent claims than other communities. In fact, interviewees state that the MBB target group is everyone in their service area, which, when discussing inclusivity, should be interpreted in its broadest extent.

The FC Groningen MBB programme goals and target group then, do not clearly indicate any meaningful differences in levels of urgency between communities. According to FC Groningen CSR managers then, the urgency of communities across the northern Netherlands is equal. The data on physical inactivity presented previously in figure 14 however, paints a different picture. This data indicates strong local differences in adherence

to exercise guidelines. Therefore, this data suggests that there do in fact exist different levels of urgency of stakeholder claims to the resources of FC Groningen in their CSR efforts.

FC Groningen CSR managers formulate their goals and target group as if all communities in the northern Netherlands have equally urgent stakeholder claims. The data shows however that this is not the case.

5.2.2 Power

According to our conceptual model, the most important communities in terms of improving the equitability of the CSR programme, are those that are least able to exercise power over the firm. The conceptual model also introduces two main roles of power in the firm-stakeholder relationship. The first is the degree to which a community can influence the firm through the financial power it derives from consumption of products and services. Seeing as most of the MBB programmes are free for participants, this consumption was expected to be related to the organization's commercial side, in the form of tickets for the game, season tickets, merchandise sales and other related products and services. However, interviewees indicated that data regarding the club's commercial side does not impact location-choice decision-making:

No, we do not really look at where our seasonal ticket holders are ... We could do that with junior club members or KNVB (national football association) data on football club membership. But then maybe we would have to focus exactly on those areas where there are no seasonal ticket holders, no junior club members and a low football club membership. (Interviewee A).

Since interviewees indicate that consumption of their commercial goods and services does not affect decision-making for MBB location choice, the assumption in our theoretical model appears to be incorrect. Consumption of the firm's services does not lead to a community holding power over the CSR-performing firm. The basis for the power relationship was however found to be based in the utilitarian perspective:

Yes of course we try to spread our activities, you can see it on the map. But there is also a commercial side to the story, you have to make money and have as many participants as possible. And with all respect, if you go to Terschelling or Lauwersoog, there are just not that many people living there. SO you cannot organize a football day for sixty kids there, because there aren't as many. (Interviewee A).

Yeah, there are some requirements for a community to be considered for a project. Look, a very small club is difficult to organize an activity, because it will not have the right facilities and not be able to attract the amount of participants that we want (Interviewee B).

Here the interviewees indicate that, even though programme participation is free of cost, there is a need for high levels of participation in order for the project to be financially viable. These statements indicate that FC Groningen only perceives a community to be able to exercise power if they are numerous. The question remains as to how these communities then exercise power over FC Groningen if not through any utilitarian avenue, direct or indirect. When raising the question of how the MBB projects are financed, interviewees all indicated one premier factor:

Yes, the BoS programme is financed through a provincial subsidy, which makes it easy for us to be able to visit all schools in the province. ... At this moment Drenthe is not included in the BoS programme because we do not have a subsidy for that province. (Interviewee B.)

Here, a determining factor for BoS programme organization is found to be the availability of subsidies. This finding explains why there are large differences in organized BoS projects between the province of Groningen and the other northern provinces. Not only the BoS programme however, is dependent on subsidies for its existence:

With BidW for example, we have started only in Groningen. This is because the municipality subsidizes those projects. And when it became a success we started expanding to other municipalities. I know that right now, the municipality of Veendam is also enthusiastic about the projects. But yes, you are dependent on the different municipalities. (Interviewee D).

In the case of BidW, it is municipal subsidies that enable the existence of the programme. In BidW projects we saw the largest variation between the municipality of Groningen, and all other municipalities. These inequalities are explained here through the different subsidy landscapes. These local and regional subsidies are found to be an important determinant for MBB project location choice. This is because it is these subsidies that determine communities' power in their relation to FC Groningen. Those municipalities and/or provinces that are willing and able to subsidize the MBB programme, provide their communities with a more powerful claim than those that do not. The source of the power is therefore indeed found to be utilitarian. It is however not exercised by the communities themselves, but rather by their local governments.

There are, however, a number of projects that are organized in areas where no subsidies are available. The most striking example is the organization of BoS projects in northern Drenthe, when the BoS is only subsidized by the provincial government of Groningen. When asked about these exceptions, an interviewee responded:

Indeed, we do not have a subsidy (for the BoS project) in Drenthe. So these projects are financed by ourselves. These schools for example are part of the same organization as some schools in Groningen, so they asked us to also visit those in Drenthe. And so we did because they were willing to work with us. So it's a process of giving and taking. (Interviewee A).

The interviewee indicates that the MBB is not exclusively dependent on municipal and provincial subsidies. FC Groningen is also able to finance some projects themselves, either through funding obtained from sponsors or from the money they make with the TaeP and VodW for-profit programmes. Participation in these programmes is not free, and the revenue generated is used to enable FC Groningen to organize more free projects. However, in the previous section we have seen that the spatial distribution of MBB activities follows municipal and especially provincial boundaries, indicating that subsidies remain the primary driver for location choice. The inequalities in access to participation in MBB projects, therefore, seem to be the direct result of inequalities in power of communities' claims, as a result of inequalities in the subsidy landscape.

The other aspect of the power attribute in the community-firm relationship, which was touched upon shortly in the conceptual model, is organizational power, expressed in social capital. In the previous section interviewees indicated that not all CSR project location choices are dependent on the availability of subsidies. The project locations in Drenthe that are mentioned in the quote above, were chosen because their community was able to exercise power over FC Groningen. In this example it was not subsidies or another form of utilitarian power that played a strong role in the decision-making process. Rather, the existence of the school community meant that these communities in northern Drenthe had strong organizational power through social capital. Social capital is generally found to be stronger in northern Drenthe, as opposed to for example eastern Groningen, as is represented in Figure 15 below. The index used here is based on charitable donations, election turnout and blood donations. According to our conceptual model, it should be those communities with low social capital that should be prioritized in project location choice. Once again, external data indicates that municipalities in eastern Groningen should receive more attention in order to improve the equitability of the programme.

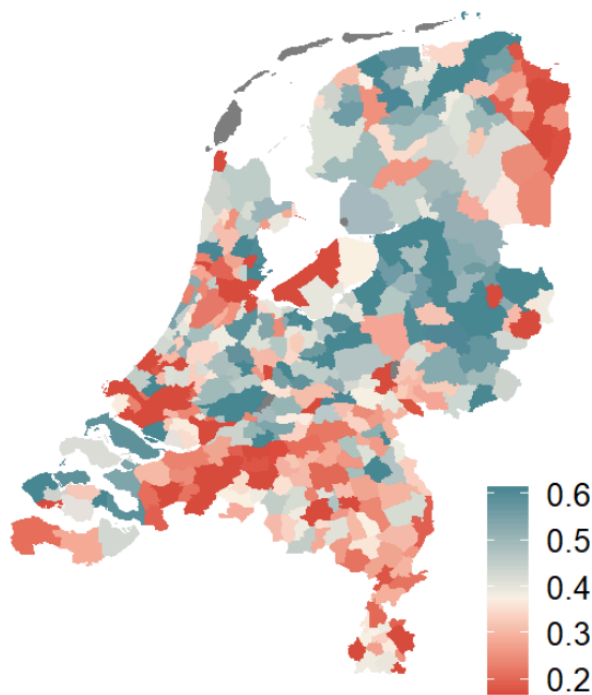


Figure 15: Index of social capital in Dutch municipalities, based on charitable donations, election turnout and blood donations (Odding & Ter Weel, 2022)

5.2.3 Legitimacy

The third key attribute required for a community to be considered a definitive stakeholder is legitimacy. According to our conceptual model, a legitimate stakeholder claim is one that promotes equality in access to the public good provided through the CSR programme. In other words, those communities that have had the least access to previous projects, have the most legitimate claim to new projects. In the previous chapter, most municipalities in eastern Friesland and in Drenthe have been found to have had significantly worse access to MBB projects, as opposed to municipalities in Groningen. As a result, these municipalities now have a more legitimate claim. When interviewees were asked about the spread of MBB projects, they indicated that spread is in fact a factor that guides decision-making:

We use these maps (regarding data on previous projects) in order to see where we have been recently. So I can for example instruct our trainers that there haven't been any TidW projects in the northern part of the province recently, and that they should organize something in that region. (Interviewee B).

Here interviewees indicate that they do in fact spread MBB programmes across the region. In the previous section however, the data did not reflect this statement. The primary reason is that the spreading of activities is pursued, to the extent that it is allowed by the more important financial constraints and dependence on subsidies:

Well, in principle we try to visit all schools in the province (regarding the BoS project), so the interns and I contact schools to see if they are interested in participating. And this is not always the case, but we do reach out to all of them. So it is not the case that schools in one place have priority over schools in another place, we just go down the list. (Interviewee D).

Here the interviewee indicates that within the province of Groningen, which subsidizes the BoS projects, there is no prioritization of schools on any basis. The main aim is to provide all schools the opportunity to participate. When discussing the urgency of stakeholder claims we already found a strong emphasis on the inclusion of as many participants as possible, with no real limitations on what the target group is. We see here that this is put into practice by indeed spreading projects across the region and visiting as many different communities as possible:

We usually do not go to the same locations twice in a short timespan. The goal of the BidW programme is to make kids enthusiastic about physical activity. Not only football, but also other sports. In that regard, it is important to involve many different kids, in the hopes that some are inspired to join a sports club. (Interviewee C).

I myself do not look at the specific data too much. I happen to know that eastern Groningen has more issues regarding physical inactivity. But that does not mean that I would organize more projects there. I prefer to look at where we have been already and where we haven't. (Interviewee D).

This focus on being inclusive and reaching as many different participants as possible indicates that the MBB CSR managers do take the legitimacy of stakeholder claims into account in their location choices. However, this is only done within the constraints of the subsidy landscape.

To summarize, the urgency of stakeholder claims does not play a very important role in MBB project location choice, as a result of the broadness of the CSR goals and vagueness of the target group. External data on physical inactivity indicates higher levels of urgency in municipalities in eastern Groningen and eastern Friesland. This data is not taken into consideration by FC Groningen CSR managers, despite their awareness of its existence. Rather, they opt for an approach that promotes broad reach of their programmes.

The power in stakeholder-firm relationships, however, plays a very important role, since projects largely rely on the presence of municipal or provincial subsidies. However, it appears that the more powerful communities, in terms of both social capital as financial means of their local government, are prioritized over the less powerful communities.

Finally, the legitimacy of stakeholder claim is argued by interviewees to be an important factor in location-choice. However, the data shows that location patterns follow administrative boundaries strongly, indicating that the subsidy landscape is more important than the spreading of activities.

6 Discussion

The MBB programme is a corporate social responsibility initiative. As such, the services that are provided through the programme have been argued to be public services that are organized through a private firm. More specifically, the MBB promotes public health through the promotion of physical exercise. According to the principles of health equity (Baumann et al., 2023; Lewis and Parent, 2001) such public services should be supplied in a manner that provides access to those who need it the most. Therefore, in order to ensure an equitable supply of the public service in question, FC Groningen CSR managers should be deliberate in where they provide opportunities to participate in their programmes.

The data on FC Groningen MBB project locations has shown significant differences in the number of organized projects between areas of the northern Netherlands. These differences were most notable between the province of Groningen and the provinces of Drenthe and Friesland, as well as between the municipality of Groningen and other municipalities. These inequalities between numbers of organized projects lead to an inequality in access to participation. As a result, communities in the more frequently visited municipalities of Groningen, Westerkwartier, Het Hogeland and Midden-Groningen are able to benefit more from participation opportunities. In other words, the spread of project locations is limited.

External data on physical activity shows that certain municipalities, particularly in eastern Groningen experience relatively high levels of inactivity. According to our conceptual model those should as a result be considered areas of high urgency. FC Groningen CSR managers did not agree, arguing that urgency is high in the entire northern Netherlands region and spreading activities is more important than focusing on problematic areas. Similarly, external data on social capital shows low levels of organizational power, also in municipalities in eastern Groningen. Here also did the stakeholder-firm relationship not lead to any additional prioritization of the regions that are lacking behind. Rather, FC Groningen CSR managers indicate that more powerful communities are prioritized. This power mainly takes shape in the form of a financially strong local government that is able to subsidize CSR programmes.

As such, the availability of subsidies was found to be the main determining factor in CSR project location-choice. Who gets to participate is determined by who lives in a municipality that is able to subsidize the CSR initiatives. This subsidy landscape is outside of the control of any CSR manager. However, CSR managers are still able to improve the equitability of project organization. In their location-choice they should move away from allowing the subsidy landscape to dominate decision-making. If more projects can be financed through other means, the stakeholder prioritization process can move away from being power-dominated, and take into account the roles of stakeholder urgency and legitimacy.

The stakeholder prioritization and location-choice decisions that are made by FC Groningen CSR managers are found to not promote equitable outcomes. These decisions however are deliberate, and result from a set strategy. This strategy includes casting as wide a net as possible, in order to reach as many participants as possible. To that end, CSR managers take into account population sizes and the spreading of activities across the region. Strikingly, one of the most important factors in decision-making remains the financial bottom-line. In many ways, the FC Groningen CSR branch operates as a regular business. CSR projects are organized when a municipal or provincial subsidy ensures that the project breaks even.

FC Groningen CSR managers know what communities have urgent and legitimate stakeholder claims, they know what communities are and are not able to exercise any power. As such, they could opt for a strategy that promotes more equitability in the outcomes of their CSR programme. They have however opted for a different strategy. One possible explanation is based on one of the key criticisms of the concept of CSR. This criticism is that CSR initiatives have the main goal of improving public perceptions and brand image (Yoo, 2023). According to this idea, the FC Groningen goals of improving physical activity for residents of the northern Netherlands would merely be a secondary objective to the goal of branding the club as socially responsible and involved with the community.

The criticism described here is also the exact reason why it is important to develop ways in which the equitability of CSR programmes should be improved. In order to move away from an approach to CSR that is geared towards improving corporate image, it is important to focus attention on the contents of CSR programmes. CSR practice is still in a relatively early stage, as it is becoming less and less marketing centered and more people centered.

The addition that this research paper attempts to make to that shift is the development of an understanding of how CSR practice can be organized in a more systematic, goal-oriented fashion. The goal in this case being stronger equitability. In other words, this research report attempts to show how to improve the (spatial) equitability of the outcomes of a CSR project or programme that provides a social service.

The proposed conceptual framework, as based on the stakeholder salience framework, helps identify those communities that should be prioritized for a more equitable CSR project location choice. The FC Groningen case study has illustrated that when the importance of one of the three relationship attributes (power, legitimacy & urgency) is overvalued (power), the outcomes are not equitable. Because the FC Groningen CSR branch is operated so much like a regular business, the importance of utilitarian power through subsidies came to determine the entire location-choice process. This practice goes against the central idea of CSR where economic responsibilities (interests) should make room for philanthropic responsibilities (Carroll, 1996).

The FC Groningen case study has already shown ways in which a firm can organize its CSR efforts independent from subsidies. The first example that was discussed by FC Groningen CSR managers was the use of the firm's own resources. In the case of the football club these resources come from partners and sponsors that invest money into the MBB programme specifically. The second example given, was to combine the free, pure CSR programmes, with a series of for-profit programmes. The profits made through the TaeP and VodW programmes are used in order to be able to organize more of the free programmes. A true CSR programme would take this practice a step further and use profits made by the general firm for the organization of CSR initiatives.

Whenever the firm finances its CSR programmes itself, the stakeholder prioritization and location choice can be guided by the urgency and legitimacy of stakeholder claims and the absence of power, entirely. In terms of urgency, this would imply prioritizing those communities where the needs are the highest. For legitimacy, this would mean a stronger focus on aligning with societies' norms and values, which can take shape in the promotion of equality of accessibility. In terms of power this would mean a stronger focus on communities lacking in both social capital but also economically weaker areas.

6.1 Limitations and suggestions for further research

One key issue that has not yet been addressed is the diversity of communities. The approach advocated for here aims to improve equitability between communities. However, it offers no tools to deal with problems regarding the equitability within communities. The approach advocated for here is directed at the regional scale and assumes homogeneity within communities when this cannot be assumed. This problem overlaps with the second limitation, which is the one-sidedness of the research approach. The data used for this research project was all gathered through FC Groningen. Interviews were limited to FC Groningen employees. In order to paint a complete picture of the degree to which communities and individuals are able to participate in the CSR programmes, it would have been valuable to involve their perspectives. Interviews with past participants, potential future participants but also inhabitants of the region that were not aware of the MBB programme could have provided valuable insight into the participation opportunities. Ultimately such an approach was excluded from the methodology as the project focused on the decision-making process by the CSR managers. It would however be an interesting avenue for future research.

A second limitation of the research project is the fact that the main units of analysis were municipalities. For the purpose of this study, communities were approached as municipalities, when a smaller scale may have been more suitable. Specific villages or neighborhoods may exhibit very different characteristics and distances between them are in some instances quite significant. Still the choice was made to equate communities to municipalities, as they are best geographically defined, and much public data is gathered at this level.

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8 Appendices

8.1 Interview guide

Introductie

Scriptie onderwerp: wie krijgen de kans om deel te nemen aan maatschappelijke projecten (locatie keuzes)

Doel onderzoek: kan dat process verbeterd worden met een meer wetenschappelijke grondslag, of niet (stakeholder theorie)

Doel interview: inzicht krijgen besluitvormingsproces project locaties

- waarom deze projecten
- waarom deze locaties
- van wat voor factoren zijn die keuzes afhankelijk

Research question: What does the process of participant selection look like in practice?

Waar wordt naar gekeken in de praktijk;

Is dat data over bewegingsarmoede, of beschikbaarheid van faciliteiten, of welwillende partners, of subsidies of iets anders

Hoe ziet het process er uit, door wie worden besluiten genomen

1 Algemene definities

1a Wat is het verzorgingsgebied van FC Groningen in haar MBB activiteiten?

1b Wat is de doelgroep van het Meer en Beter Bewegen Programma?

1c Wat is het doel van het MBB programma?

2 Factoren algemeen

2a Naar welke factoren wordt gekeken als er een nieuw project wordt gestart?

3 Specifieke Activiteiten

2a Scholentour

- Waarom is besloten tot de scholentour?
- Op de kaart, waarom alleen Groningen plus 2 in Drenthe?
- Waarom meer buiten de stad dan in de stad?
- Hoe komt de selectie van scholen tot stand

2b Amateurclubs

- Waarom activiteiten bij amateurclubs?
- Waar wordt naar gekeken voor locatiekeuze van Voetbal bij de Club of TAEP?
- Amateurconvenant? Worden alle clubs hiervoor gevraagd?

2c Bewegen in de wijk

- Voornamelijk in de stad, is dat een bewuste keuze?

4 Extra (op basis van documentanalyse)

4a Hoe groot is de rol van beschikbare data over bewegingsarmoede? (kaartje op de website)

4b Wordt er gekeken naar andere data? (sociaaleconomische status oid, op de website wordt gerefereerd naar kinderen met zwakke financiële positie)

5 Toekomst

Als we het hebben over de maatschappelijke projecten van Groningen;

5a Keuzes die gemaakt worden -- hoe zou je het graag anders zien?

5b Zijn er groepen of regio's die te weinig bereikt worden?

5c Zijn er factoren die graag mee zou willen nemen, wat op het moment niet mogelijk is?

Project	Coordinator	Stakeholders
Bewegen op School	Frank Wolters	Scholen
Bewegen in de Wijk		Gemeente
Voetbal bij de Club		Amateurclubs
Trainen als een Prof		Amateurclubs
Vitaliteit op de Werkvloer		Bedrijven

8.2 Interview transcripts

Interview A

Interviewer: Alright, het gesprek dat we vandaag gaan voeren is een beetje een ongestructureerd interview. Dus ik heb een aantal punten opgeschreven waar ik het vandaag over wil hebben.

A: Prima, mm

Interviewer: Dus ik wil graag een beetje een open gesprek proberen te voeren.

Interviewer: Dan wil ik graag beginnen met een aantal definities. Er zijn namelijk een aantal termen die in jullie brochures en op jullie website veel naar voren komen. In de eerste plaat is dit bijvoorbeeld 'het verzorgingsgebied van FC Groningen'. Dan was ik voornamelijk benieuwd naar hoe jij persoonlijk tegen dit begrip aan kijkt.

A: Hoe ik die zou definiëren?

Interviewer: Ja precies, hoe ziet het er volgens jou uit in de praktijk?

A: Nou ik vind het overigens niet een heel chique woord, het klinkt een beetje alsof je iets wil verkopen. Ik zeg liever regio, vaak. Maargoed, verzorgingsgebied wordt ook nog wel veel gebruikt inderdaad.

Interviewer: Ja, precies.

A: De makkelijkste uitleg is eigenlijk van Drachten tot de Duitse grens, tot aan Hoogeveen. Die driehoek, dat dat ons verzorgingsgebied is. Waarbij er wel voornamelijk focus ligt op de provincie en uh, de kop van Drenthe. Zo moet je het eigenlijk zien.

Interviewer: Ja precies, ik denk dat dit ook wel logisch is. Dat zie je denk ik ook wel sterk terug in de programma's die jullie runnen. Verder ook een algemene definitie, als we het hebben over de doelgroep van de programma's van het 'Meer en Beter Bewegen programma'. Er zijn natuurlijk specifieke projecten voor zowel kinderen als ouderen.

A: Ja in principe is het voor iedereen, we zeggen wel altijd nul tot negenennegentig. Iedereen zou deel kunnen nemen aan een van of meerdere van onze programma's. Uhm, maar ook hier ligt wel een zwaar punt wel op jeugd. Ik zeg altijd de nieuwe generatie, dus dat is zegmaar tot een jaar of zestien, zeventien. Dat dat een beetje, dat zie je ook wel, dat daar de grootste focus op ligt. Daarnaast hebben we ook nog wel veel programma's, sociale activering bijvoorbeeld, alleen dat zijn de aantallen, dus kwantitatief, gewoon minder. Dus zo zou ik hem ook; dus wel iedereen maar met een focus op de jeugd.

Interviewer: Duidelijk. Het volgende punt waar ik het over wil hebben is het doel van het 'Meer en Beter Bewegen programma'. Doelstellingen worden natuurlijk aangegeven op de site onder andere, maar hoe zie jij persoonlijk het doel voor je?

A: Dat is wel een interessante vraag, want toen we zijn gestart hadden we echt gezegd focus op bewegingsarmoede. Toen hadden we het zelfs over oplossen. We komen er nu wel steeds meer achter dat het toch wel een heel complex vraagstuk is. En dat we daar misschien (nog) niet het draagvlak voor hebben. Wel dat we daar het maximale aan doen natuurlijk. En ... zo zou ik in de basis zeggen dat het er uit ziet. Ehh ... waar we wel sinds dit seizoen zegmaar iets meer een switch naar maken is dat we ook wel meer naar levensstijl kijken; voeding, positieve gezondheid, die thema's. Omdat daar uiteindelijk ook wel meer op te winnen valt. Van de week zeiden we al, dat het meer en beter gezond gaat worden, dat denk ik niet. Ik denk dat bewegen wel zegmaar de centrale pijler blijft, maar dat we die wel iets meer laten aanraken.

Interviewer; Alright duidelijke, dit waren een beetje de algemene definities. Dan nu, je gaat bijvoorbeeld een nieuw project op de been zetten. Buiten de programma's die nu al lopen. Wat zouden de eerste dingen zijn waar je naar gaat kijken, wat nodig is. Zijn dat bijvoorbeeld eerst je middelen en capaciteiten, of begin je het denken uit je doelen en hoe je daar naartoe kan werken. Kan je daar iets over zeggen?

A: Leuke vraag ook weer .. [pauze] ... Kijk soms komen er kansen voorbij in onze wereld; subsidielandschap bijvoorbeeld, die je uiteindelijk, die je als catalysator kan zien, waardoor je veel sneller een programma gaat optuigen. Dat hadden we met maatschappelijke diensttijd, een nieuw programma de FC Groningen uitdaging. Ja door die catalysator kon dat heel snel groeien. Maar als die niet was gekomen dan was het ook niet snel gaan groeien, dus dat gaat wat mij betreft wel hand in hand.

Interviewer: Dus misschien als een kans overeenkomt met je mogelijkheden, het moet een beetje ineenvallen?

A: Ja precies, alleen in sommige gevallen, bijvoorbeeld trainen in de wijk heb ik een keer verzonnen. Dat was in de corona tijd, omdat ik heel erg de behoefte had of merkte dat we activiteiten kunnen organiseren voor mensen die zeg maar geïsoleerd zijn binnen hun plek. En toen hebben we dat meteen in de wijk verzonnen, dus zo snel kan het ook gaan. Er was helemaal geen middel, ik ben gewoon blanco begonnen en ben gaan tekenen.

Interviewer: Wat gaaf dus dat is tijdens corona zo opgezet.

A: Ja dus zo kan het ook het is wat ik zeg, het kan beide kanten op. We staan altijd open voor nieuwe programma's, maar uiteindelijk moet het geld opleveren, anders kan je niks. Of in ieder geval, de kostprijs moet er uit.

Interviewer: Ja precies, leuk. Alright ... [pauze] ... volgende onderwerp, ik heb wat kaartjes bij me van waar verschillende activiteiten in de regio plaats gevonden hebben. Euhm ... de scholentour, ten eerste, waarom is er besloten om dit programma op te zetten.

A: Een jaar of zes geleden, kijk wij werken wel redelijk veel met de provincie samen, en toen hebben we eens gekeken met de provincie van wat zouden we terug kunnen doen. Het concept lag al wat langer op de plank, maar toen hebben we bedacht, ik ben mijn busje in gegaan en toen ben ik bij allerlei scholen langs gegaan in de provincie. En dan gaven we één clinic, dat is eigenlijk super leuk. ZO is het begonnen.

Interviewer: Dus dat is echt uit een samenwerking met de provincie tot stand gekomen?

A: Ja precies. De provincie zei van we kunnen daar niks bedacht. Dat was voor ons toen een middel om daar aan de slag te gaan. En voor ons als club was het een middel om te kijken van, of daar niet veel meer potentie in zit. En dat is wel gebleken.

Interviewer: Ja precies, en dat is het grootste programma nu altijd nog?

A: Ja zeker en dat zal ook wel blijven want die aantallen zijn gewoon.

Interviewer: En wat voor logica zit er achter de keuzes die gemaakt worden wat betreft de scholen die bezocht worden?

A: Ja, in de provincie Groningen, want daar is de subsidie vanuit, ik denk binnen de provinciegrens, dus dat is wel iets smaller dan onze regio/verzorgingsgebied. En dan hebben we de intentie om alle scholen te benaderen om mee te laten doen, alleen wat je merkt is dat niet alle scholen willen/kunnen en niet de capaciteiten hebben, dat zit ook soms gewoon in tijd. Maar we proberen zo veel mogelijk scholen te benaderen. Wel hebben we dat efficiënt ingevuld, dus ik ging soms gewoon heel kriskras door de provincie heen, waar er animo was en dan gingen we daar gewoon heen. Alleen ja, ik was toen gewoon alleen dan hoef je met niemand rekening te houden. En nu heb je veel verschillende mensen die dat uitvoeren, dus als je in oost Groningen zit dan kun je beter drie scholen in oost Groningen pakken op een dag. Dus daar zit wel wat efficiëntie in. Dat heeft ook wel geholpen dat je bepaalde gebieden ziet die wat dichter bevolkt zijn. Maar je ziet ook wel dat er daardoor bepaalde plekken zijn, bijvoorbeeld hier bij Stadskanaal, waar we minder zijn. Volgens mij kunnen we daar nog wel wat aan doen.

Interviewer: En is er een reden dat er dan ook een aantal scholen in de kop van Drenthe bezocht zijn? Daar heb je die subsidie dan natuurlijk niet, maar jullie zijn er wel geweest.

A: Ja klopt nee, scholen vragen dat dan aan. Dat wordt dan gefinancierd door eigen bijdrage. En we hebben ook een aantal gehad, we hebben bijvoorbeeld scholengemeenschappen die scholen hebben in Groningen en in Drenthe en dan hebben we die scholengemeenschappen waar bijvoorbeeld veertig scholen onder vallen die hebben dan bijvoorbeeld vijfendertig scholen in Groningen en vijf in Drenthe en dan vragen ze aan van willen jullie die vijf dan ook doen, want wij regelen dit ook voor jullie. Dus dat is een beetje geven en nemen. Ja en zo is dat dus ontstaan en dat is prima.

Interviewer: Ja precies. En dan hebben we natuurlijk voetbal op de club en trainen als een prof, dat vind allemaal plaats bij amateurverenigingen, daar was ik wel benieuwd naar de motivatie van de keuzes die gemaakt worden bij welke amateurverenigingen die programma's plaats vinden?

A: Nou sowieso spreiding, dat zie je op de kaart ook wel. We zijn sowieso op veel verschillende plekken gekomen. Dat zou hier nog wel beter kunnen [wijst op de kaart]. Dus spreiding is één. Maar er zit ook een commercieel oogpunt aan, je wil gewoon geld verdienen en zo veel mogelijk deelnemers. En, met alle respect, als je dan hier richting

terschelling gaat en Lauwersoog, daar wonen gewoon niet zo veel mensen. Dus daar kan je niet een voetbaldag voor bijvoorbeeld zestien plus kinderen organiseren, die zijn daar niet. Of in ieder geval niet genoeg, dus dan maken we de keuze om iets lager of ergens opzij te gaan zitten waar het wel wat groter is.

Interviewer: Dus het is ook sterk afhankelijk van dat er voldoende mensen wonen, dat er draagvlak is?

A: Ja, of dat de club heel betrokken is, dus we hebben ook wel regio's, die misschien meer krimpregio's zijn zegmaar, maar die wel, waar bijvoorbeeld een club zit waarvan we weten als we daar heen komen dan er gegarandeerd zestig kinderen. Dat kan ook prima. Dus dat wisselt soms wat, maar die spreiding, dat vind ik ook wel mooi om te zien.

Interviewer: Alright ja, tot zo ver dit met de kaartjes. Ik heb deze ook bij me [wijst naar kaart van bewegingsarmoede per gemeente in Nederland omdat ik ook benieuwd was naar, in hoeverre kijken jullie naar data. Omdat deze ook naar voren komt op jullie site. Wordt er naar bijvoorbeeld bewegingsarmoede concreet gekeken wanneer je een locatiekeuze maakt? Of blijft die spreiding die je noemt een belangrijkere factor.

A: Kijk dit is wel de basis [wijst naar zelfde kaart] om uiteindelijke de keuze te maken van we gaan ons met bewegingsarmoede bezighouden. Want als je dit nu ziet, daar hoef je niet voor geleerd te hebben zeg maar, dit valt iedereen op, dat er in bepaalde gebieden en dat onze regio daar één van is, dat het slecht gesteld is. Enerzijds wil je iedereen bereiken, anderzijds, die het hardst nodig hebben. Wat ik wel graag meer zou willen doen is dat, nou bijvoorbeeld de cijfers in Pekela zijn niet zo rooskleurig, dat is op meerdere thema's. Dat gaat vaak hand in hand, als je bijvoorbeeld kijkt naar Bruto Nationaal product en dat vergelijkt met bewegingsarmoede dan zit daar zeker een relatie in. Dus ik zou daar nog wel meer mee willen doen, ik gebruik dat bijvoorbeeld ook wel in gesprekken met bijvoorbeeld subsidie partijen of provincie waarin ik zeg geef ons iets meer subsidie zodat we niet één of twee keer maar tien keer naar Pekela kunnen, en dan kijken wat het effect is. Dat zou ik graag willen, alleen daarin zijn we wel echt afhankelijk. Dus die spreiding kunnen wenu goed waarborgen in uitvoering, maar als je gaat focussen dan kost dat gewoon meer mankracht of fte's en dan moet je dat anders gaan inrichten. Dus dat is nog niet voldoende, maar dat zou ik wel graag willen.

Interviewer: Dus dit soort data wordt meer gebruikt als het om subsidieaanvragen enzo gaat.

A: Ja en we hebben natuurlijk ook Lifelines die hebben ook veel kaartjes met data waar we ook zeker het een en ander uit halen. Dus nou wat ik zeg, ik denk dat we daar nog wel iets meer uit kunnen halen. Maar dat we wel goed op de hoogte zijn van wat er speelt. Dus mocht er wel een kans zich voor gaan doen, dan gaan we er ook van profiteren. Het liefst zeg ik ook van kijk, neem tien jaar Pekela, ik zeg Pekela want daar hadden we het over, maar niet Winschoten. En kijk dan wat het effect is ten opzichte van elkaar. Dat zou echt super interessant zijn. Dan ga je dat echt doormeten, en dan ga je zien, het is nu mijn aanname dat wij daar dan heel veel effect hebben. Maar het kan ook zo zijn dat het super tegen valt, dat weet je nu natuurlijk niet. Alleen ik denk wel echt dat die cijfers dan omhoog schieten. Dat zou top zijn.

Interviewer: Interessant want ik wilde het nog hebben over wat zou je graag nog anders zien. En wat je nu noemt is dus een beter inzicht krijgen voor wat voor effect hebben we nou echt?

A: Ja precies, dat is natuurlijk de reden dat jij dit onderzoek doet en de reden dat we sowieso wel veel onderzoek doen. Alleen je merkt dat je je toch wel veel laat leiden door het geld in plaats van door je strategie. Dus als je zegt wat wil je anders doen, ik zou graag meer strategie dan geld laten leiden.

Interviewer: En heb je ook het idee dat binnen de regio, zoals we die gedefinieerd hebben. Heb je het idee dat het op dit moment redelijk goed verdeeld is, de projecten die je doet ben je daar tevreden over.

A: Euhm ... nou er is natuurlijk veel meer in de stad, maar er wonen ook meer mensen natuurlijk in de stad. Dus ook de meeste activiteiten vind in en rondom de stad plaats ik zou dat nog wel meer willen zien. Dat is natuurlijk een beetje paradoxaal, want enerzijds zeg je meer spreiding en anderzijds zeg je meer focussen op aandachtspunten. En je zou natuurlijk ook kunnen zeggen van, meer spreiding in de algemene zin. Maar ondertussen probeer je ook een aantal regio's te kenmerken die uiteindelijke, waar je wel op gaat focussen.

Interviewer: Ja nee leuk, oke. Ik wil nog even terug naar data waar we het eerder over hadden. Jij noemde GDP, bewegingsarmoede, zijn er andere dingen qua data waar je ook wel naar kijkt?

A: Nou ja wij kijken ook wel naar, veel onderzoeken als dat online komt dan lees ik dat ook wel even door, dus (naam) [andere beleidsmedewerker stichting FC Groningen in de maatschappij] en ik zijn heel fanatiek in elkaar op linkedin onderzoeken sturen. Dus dat zouden we echt goed in de gaten, gewoon lokaal. Dus daar houden we rekening mee. En dan is het ook wel net wat je leest of ziet, van waar houd je rekening mee. Bijvoorbeeld van een andere club of een andere instantie, van oh laat ik dat ook eens opzoeken. Verder houden we nu met Upshot ook wel steeds meer zelf bij, dat is best wel op gang gekomen vind ik. Dus daar heb je ook wel eigen data.

Interviewer: En bijvoorbeeld seizoenkaarthouders, houd je daar ook rekening mee als je opzoek bent naar een locatie voor een programma?

A: Nee dat eigenlijk niet. Het is wel handig als je in gesprek bent, met de gemeente Assen bijvoorbeeld, die zijn na Groningen de grootste qua aantal seizoenskaarthouders. Dus ja, de betrokkenheid van je inwoners is groot bij FC Groningen, dus dat wel op die wijze. Maar niet zozeer van dat moet leidend zijn voor een programma. En je zou dat kunnen doen met dat, je zou dat kunnen doen met Juniorclub leden, voetballende jeugdleden vanuit de KNVB. Dus daar zijn natuurlijk ook eindeloos mogelijkheden. Maar misschien moet je dan ook juist op regio's richten waar dan geen seizoenkaarthouders, geen juniorclubleden en geen voetballende kinderen zitten.

Interviewer: Dus het lijkt er op dat het gebruik van data vooral op een iets meer strategisch niveau wordt toegepast, als het gaat om subsidies, als het gaat om samenwerken.

A: Ja, klopt. Ik denk ook dat onze trainers die naar de scholentour gaan of bijvoorbeeld naar sociale activering dat die minder bezig zijn met de data. (naam) en ik zijn daar veel mee bezig, maar de rest van de organisatie nog niet. Dus ik zou dat wel interessant vinden, dat zij daar meer in meedenken. Anderzijds, dat vraagt wel tijd en ruimte om dat goed weg te zetten.

Interviewer: Alright, nou dat was hem wel vanuit mij. Ik denk dat we hiermee het interview afronden.

Interview B

Interviewer: Goed B, jij bent natuurlijk op redelijk strategisch niveau nu betrokken met plannen bij de maatschappelijke projecten van de Stichting van FC Groningen. Goed ik wou beginnen met wat algemene dingetjes. Dit is een beetje hoe jij persoonlijk dit tegenaan kijkt. Het verzorgingsgebied van FC Groningen is een term die heel veel ervoor komt op de website en in die communicatie. Hoe kijk jij zelf aan tegen het verzorgingsgebied van FC Groningen?

B: In principe hebben we eerst gewoon Groningen. Het grootste deel van provincie Groningen, grootste deel van provincie Drenthe. En de kop van Friesland daarin meegenomen. Dus de aansluitende gemeenten is die passen erbij. Soms een gemeente waar we van denken, die past ook nog bij ons verzorgingsgebied.

Interviewer: En dan in Drenthe de bovenste, de bovenste gemeenten.

B: Ja, klopt. Ja en ook als je kijkt naar Friesland alleen de gemeenten die aan de provincie Groningen grenzen.

Interviewer: En de doelgroep van jullie sociale programma's. Er wordt natuurlijk wel gezegd van, het is voor iedereen.

B: Klopt. Alleen hebben we een paar doelgroepen waar we wel extra op focussen. Dat heeft mee te maken met dat we natuurlijk een doelstelling hebben voor bewegingsarmoede oplossen. Een stukje beweeg rijke toekomst en die beweeg rijke toekomst. Nou, dat ligt in de toekomst. Dus we focussen voornamelijk op die jeugd doelgroep. Wat ook wel terugkomt in het aantal programma's dat we voor een bepaalde doelgroep hebben. Dus je ziet dat we binnen de doelgroep, nou eigenlijk vanaf de basisschool, tot aan middelbare scholen / 30 leeftijd, daar eigenlijk gewoon ontzettend veel programma's hebben. En daarboven hebben we eigenlijk maar twee programma's, drie. En daaronder ook maar één. Dus je ziet wel dat de focus wel op al de doelgroepen ligt. En dat we wel al de doelgroepen bereiken.

Interviewer: Ja, precies. En dat sluit dus ook wel aan de doel dat jullie hebben. De beweegrijke toekomst. En zie jij dat als het doel, die beweeg rijke toekomst?

B: Ja, ik heb natuurlijk vorig jaar strategisch moeten kijken naar de doelstelling die we hadden en die was natuurlijk relatief negatief ingestoken. Dus bewegingsarmoede oplossen. En dan heb ik met een hoogleraar van de Universiteit van Utrecht gekeken naar onze droom, onze doelstelling. En dan heb ik samen met (naam) en (naam) naar gekeken van hoe kunnen we die positief insteken en wat is daar in onze invloed. Dus hebben we gekeken hoe het eraan bewegingsarmoede om, naar een beweegrijke toekomst. Want daarmee zorgen we ervoor dat de bewegingsarmoede wordt opgelost. Alleen is het voor ons achterland of voor de buitenwereld dat klinkt de positie voor waar we mee bezig zijn.

Interviewer: Dus dat is echt de kern. En zijn er ook bredere omliggende doelen? Zijn er andere dingen die je wil bereiken ook?

B: Ja, zeker. Natuurlijk KPI's opgesteld, en de theory of change opgesteld. En daar komt echt wel naar voor wat we kunnen doen aan de droom en wat daar misschien eventueel onder valt. Wat bij sociale activering heel erg opvalt is dat re-integratie een onderdeel is van het bewegen. En met het bewegen proberen we mensen te reïntegreren in de maatschappij. Dus eigenlijk is het ook een soort middel wat we gebruiken en niet alleen een doel, maar ook een middel om uiteindelijk andere doelstellingen ook te behalen.

Interviewer: Precies, ja. Oké, leuk, leuk. We gaan even naar de kaartjes kijken. Ik heb de kaartjes bij me van wat jullie gedaan hebben. Scholentour, dat sluit, denk ik, mooi aan op wat jij zei, van de doelgroepen en zo. Is dat dan, de Scholentour, doe je dat dan vanuit de doelstelling:

We willen aan de slag met jonge lui, we willen aan de slag met de nieuwe generatie, is dat dan ook de voornaamste reden dat jullie de Scholentour doen, Of ligt daar een andere motivatie achter?

B:Nou, eigenlijk beide. Dus er ligt een andere motivatie achter, maar er is ook een stukje van... hey, juist op die school kunnen we aan die kinderen, zien we ze allemaal in één keer. Dus als je iedereen wilt bereiken in je verzorgingsgebied, je wilt zorgen dat je kinderen allemaal bereikt. Want stel je voor ze gaan naar huis, na school, de enige gaat wel naar voetbal, de andere gaat naar bank, en de andere... Dus daarna is het heel lastig om iedereen te zien, want iedereen is leerplichtig. Het moment waarin we iedereen kunnen zien is gewoon op die school, in de fysieke lessen, en is dat denk ik ook wel de kracht van dat programma. Nou, daarnaast proberen we natuurlijk in die leeftijdsgroep ook te stimuleren, tot en te inspireren, tot. Het is natuurlijk maar één beweegles, en we kunnen wel vervolgen opzitten, dat is natuurlijk aan de school. Maar met die beweegles proberen we te inspireren om uiteindelijk de langere termijn doelstellingen, om buitenschool ook andere dingen te gaan doen, of om een langere termijn preciezer te houden in sport en beweging.

Interviewer: Alright, leuk, gaaf. Dat is één programma, maar je hebt bijvoorbeeld ook voetbal op de club en trainen als een prof. Dat vindt plaats bij amateurverenigingen. Waarom is er voor gekozen dit bij amateurverenigingen te doen, komt dat omdat je afhankelijk bent van de voorzieningen of zit er een andere motivatie achter.

B: Nou dat is weer dubbel, dus enerzijds hebben we die voorzieningen nodig. Kijk bij een hockeyclub kunnen we lastig gaan voetballen, we zijn natuurlijk een voetbalclub, we zijn FC Groningen en we willen wel zo breed mogelijk alle sporten aanpakken, maar voetbal blijft natuurlijk onze kracht waar ook onze trainers de meeste ervaring mee hebben, waarmee we kunnen inspireren. Dus vandaar dat we het label trainen als een prof bij amateurverenigingen doen over de hele regio. Dus je ziet ook op de kaart dat we proberen zoveel mogelijk spreiding te hebben tussen plaatsen waar we actief zijn. Nou is de kern natuurlijk Groningen, daar komen de meeste deelnemers vandaan. Maar je ziet ook wel in de randgemeenten dat daar nog steeds best wel veel animo is. Dat laat wel zien dat we daarmee gewoon kunnen inspireren op voetbalgebied. Dus vandaar dat dat met amateurverenigingen is, die met ons samenwerken, die zijn aangesloten bij het regioplan of bij het amateurconvenant.

Interviewer: Interessant, je noemt het amateurconvenant, in principe zijn alle amateurclubs in de regio welkom om zich aan te sluiten bij het amateurconvenant?

B: Ja

Interviewer: Dus zouden alle amateurclubs in de regio de mogelijkheid hebben om jullie voor een activiteit op de club te krijgen.

B: Ja, daar zitten natuurlijk wel enkele randvoorwaarden aan. Kijk een hele kleine club wordt voor ons lastig om een activiteit te organiseren omdat zo'n club dan te klein is om de faciliteiten te hebben: twee velden, genoeg kleedkamers voor het aantal deelnemers dat wij willen, om het toch wel rendabel te maken. Een kleine locatie is lastig met het aantal trainers dat wij moeten regelen en het aantal deelnemers wat we dan kunnen ontvangen.

Interviewer: En stel er is een regio waar we vanuit de data zien dat bewegingsarmoede echt een groter probleem is ten opzichte van andere regio's, maar het is niet rendabel. Worden er dan soms ook keuzes gemaakt om projecten te starten die niet rendabel zijn, of kan het zijn dat zo'n regio dan buiten de boot valt.

B: Nou, het lastige hierin is dat we zelf de keuze kunnen maken toch wel ergens heen te gaan. Alleen bijvoorbeeld met trainen in de wijk, dan komen wij in wijken waar het echt super nodig is, alleen neemt de gemeente het dan van ons af. Er zijn vaak, sommige gemeenten waar het juist super nodig is zijn daar nog wat afhouding in, en die hebben ook niet zomaar het geld liggen om dat daar te organiseren. Waardoor dat dan zou moeten worden betaald uit onze eigen pot, dus of vanuit partners of vanuit opbrengsten van trainen als een prof. Dus zijn even de keuzes die daarin worden gemaakt, en dat gebeurt dus wel. Alleen zijn er ook wel mensen die zeggen sorry dit jaar doen we hem niet, omdat we het geld niet hebben.

Interviewer: Dus je bent voor best een groot deel afhankelijk van de gemeenten?

B: Ja zeker

Interviewer: En de amateurclubs, en de scholen ben je natuurlijk flink afhankelijk van. Want voor de scholen bijvoorbeeld, daar wilde ik toch nog even naar terug. In principe willen jullie naar alle scholen in de regio, dit wordt ook gesubsidieerd vanuit de gemeente. Nou hebben jullie ook projecten binnen de scholentour gehad die plaatsvonden buiten de provincie, kan je daar iets over zeggen?

B: Euhm ja, in principe is het een stukje provincie, dus niet gemeenten maar de provincie Groningen, waardoor het gemakkelijker is om inderdaad alle gemeenten in de provincie te bereiken. Maar scholen hebben zelf de optie om te zeggen van we doen er aan mee of niet. Past het in onze tijdsplanning ja of nee, want er moet natuurlijk een trainer naar toe, er moet een ruimte beschikbaar zijn. En dat is voor scholen nog best vaak een probleem. Want wij moeten gewoon een gymles kunnen geven in een zaal, die groot genoeg is om iets te organiseren. En vaak zijn scholen, hebben er toch wel moeite mee om een hele dag te kunnen regelen. Maar in principe wordt er voor de scholen dus betaald, en daarnaast kunnen de scholen ervoor kiezen om het zesweekse programma af te nemen, de skills box

of de verlengde schooldag. Dus er zijn opties voor de scholen om hem uit te bereiden maar die kosten liggen dan wel bij hun zelf.

Interviewer: Dus er zijn ook wel scholen die door jullie benaderd worden en die zeggen we hebben er geen tijd voor?

B: Ja, dit jaar past het net niet voor ons ofzo. wanneer wij daar heen willen of wanneer ze willen dat wij komen dat wij dan niet kunnen. Dus soms past het net niet, want je zit natuurlijk wel vast ook aan hun roosters en hun plannings. En normaal merk je dat die kerstperiode moeten we vanaf augustus eigenlijk al gaan plannen. Want dit is een hele drukke periode natuurlijk voor scholen dus het liefst hebben we dan niet te veel scholen omdat die prikkels anders te veel zijn voor kinderen.

Interviewer: Mochten alle scholen ja zeggen, lukt het jullie dan om elke school te bezoeken, hebben jullie daar de middelen voor?

B: Ja, het zou dan zo moeten zijn dat we eventueel een extra werknemer aannemen om dat te regelen. Natuurlijk als je elke school in de provincie bereikt dan heb je in feite elk kind in de regio gezien, dat kan je dan zeggen want ja, leerplichtig. Vanaf groep 3 tot en met acht hebben we dan elk kind gezien.

Interviewer: Dat even over de kaartjes, ik heb deze ook meegenomen (wijst naar kaart van bewegingsarmoede) ik was namelijk ook wel erg benieuwd naar de rol van data ook in de keuzes die gemaakt worden. Bewegingsarmoede verschillen tussen regio's bijvoorbeeld, wordt dat meegenomen in de keuzes waar je projecten opzet?

B: Nou ik ben natuurlijk vorig jaar gestart met de data van waar zijn we bezig, hoeveel mensen bereiken we. Dus je ziet wel dat we nu eindelijk een kantelpunt hebben van dat we kunnen gaan kijken van zijn de daar wel actief geweest en zo niet kan dat? Maar er worden wel keuzes gemaakt van oh dat gebied gaan we niet doen en die andere wel want die andere heeft meer nood. Dus zeker kijken we daar nu naar, maar we zijn echt wel in de eerste fase. Helemaal omdat het het eerste jaar is dat we nu zo werken met de data waarop we makkelijk kunnen inzien elke dag van waar zijn we eigenlijk geweest. Want dat is uiteindelijk het doel, om te kijken van wat er is eigenlijk nog nodig.

Interviewer: Zijn er andere dingen waar je dan naar kijkt, we hebben het nu over bewegingsarmoede, maar er zijn natuurlijk andere factoren die daar weer een rol in spelen. Zijn er andere dingen waar naar wordt gekeken die je nu zou kunnen noemen?

B: Ja, een van de dingen waar we nu ook naar kijken is sociaal economische positie, vooral voor sociale activering. Gemeenten die al relatief, of waar de welvarendheid al relatief hoog is gaan we minder snel heen. Ook omdat we dan qua deelnemers minder bereiken dan we willen per programma. Bijvoorbeeld we gaan nu veel naar gemeente Westerwolde, Westerkwartier, omdat dit gemeenten zijn waar het meer nodig is misschien, meer in Oost-Groningen dan hier in de stad en Haren. Omdat het gewoon anders is wat daar speelt.

Interviewer: En wanneer je naar dit soort data van bewegingsarmoede kijkt dan is de nood in de stad minder hoog, maar er zijn wel meer projecten in de stad, kan je daar iets over zeggen.

B: Ja dat klopt, dat is natuurlijk meer onze commerciële kant. Wanneer je kijkt naar sociale activering dan is die spreiding ook beter aanwezig, dan gaan we meer naar Midden-Groningen en ook naar Assen. Alleen je moet natuurlijk klein beginnen wanneer je een programma start, en het dan uitbreiden. En we zitten nu in de fase dat we gaan uitbreiden en dan gaan we inderdaad ook meer naar gemeenten die het harder nodig hebben. Maar ook bij deze weer, een gemeente moet het kunnen betalen. Dus daar blijf je afhankelijk van.

Interviewer: Dus je komt een beetje op een afweging van waar is animo, waar zijn veel mensen tegenover, waar is de nood hoog. En dat komt niet altijd overeen.

B: ja, we hebben ook twee soorten programma's. In de eerste plaats programma's waar het gaat om de unieke deelnemers, dus deelnemers die we vaker zien; de sociale activering, met fitfc. Tegenover de programma's als de scholentour waar je een deelnemers een keer ziet. Dus je moet ook gaan kijken van naar welke data kijken we. Voor de scholentour maakt dit soort data niet heel veel uit want we willen gewoon overal geweest zijn. Nou valt Drenthe daar momenteel niet onder omdat we daar geen subsidie voor hebben.

Interviewer: Zijn er andere dingen qua data waar je naar kijkt, bijvoorbeeld seizoenskaarthouders. Heeft dat invloed om de locatiekeuze voor het opzetten van nieuwe projecten?

B: Nou dat wordt nu bijvoorbeeld meegenomen de in de opzet van het trainen als een prof programma en bij voetbal bij de club. Dan zit je natuurlijk bij de voetballiefhebbers, en dan zie je dat we ook wat commerciëler kunnen kijken. Dus dat zijn seizoenskaarthouders maar we zijn nu ook aan het kijken naar junior clubleden, we kijken nu waar zitten onze junior clubleden. Voor trainen als een prof heb je natuurlijk de doelgroep jeugd en dat sluit mooi aan op junior clubleden. Dus daar kijken we wel naar. We zijn nu ook bezig met de voetbalschool uitbreiden, daarvoor zijn we opzoek naar twee nieuwe locaties en daar is nu ook een student mee bezig van welke locatie past daar het best bij. Op basis van seizoenskaarthouders, junior clubleden, andre programma's maar ook blijf je natuurlijk afhankelijk van de faciliteiten. Als wij op vrijdagavond of op zondagochtend ergens heen willen dan moet er natuurlijk wel een veld beschikbaar zijn, of er moet iemand aanwezig zijn van de club. Dus dat ligt even aan de relaties of dat haalbaar is of niet. Ook bereikbaarheid is daar eentje.

Interviewer: Als je kijkt naar de projecten die jullie doen, op de kaart, vind je zelf dat er een goede spreiding is van jullie activiteiten.

B: Wat ik dankzij de kaartjes kan doen is dat ik zeg tegen een trainer van trainen in de wijk, hey zorg dat je ook boven in de provincie nog wat gaat doen binnenkort.

Interviewer: En dat doe je ook?

B: Ja nee zeker, ook dat ik kan zeggen van Westerkwartier zijn we nu best wel veel geweest, euhm, kies er strategisch voor om even niet naar Westerkwartier te gaan maar ga ergens anders heen.

Interviewer: Zijn er bepaalde dingen die je zou mee willen nemen, waar je op dit moment geen inzicht over hebt? (naam) noemde het inzicht van wat zijn precies de effecten over tijd van onze programma's

B: Ja dat is ook deels mijn wens, dat inzichtelijk wordt wat zijn de effecten. Dat is natuurlijk op verschillende niveau, bij sociale activering merk je wel op een terugkomdag van hey iemand heeft een baan gevonden sport nog steeds twee keer in de week, dat is heel mooi. Bij trainen als een prof zie je dat minder snel. Maar sinds wij deelnemers op naam bijhouden zie je wel dat mensen die hebben meegedaan aan trainen als een prof ook terugkomen bij andere programma's En dit nog beter inzichtelijk krijgen is wel de grootste wens. En ik weet wel vanuit andere organisaties dat dit wel het lastigste is voor een organisatie van ons formaat.

Interviewer: Oke super dankjewel, dit was hem. We gaan afronden.

Interview C

Interviewer: Hoi C, leuk dat je tijd voor mij gemaakt hebt om nog even een interview af te leggen. Het onderwerp van mijn scriptie is natuurlijk maatschappelijk ondernemen, en dan kijk ik in mijn onderzoek naar de keuzes die gemaakt worden in waar en wat voor projecten er georganiseerd worden. Om euh ... te kijken uiteindelijk naar hoe inclusief het en toegankelijk jullie programma is voor iedereen.

C: Ja, lijkt me goed. Helemaal geen probleem.

Interviewer: De opzet van vandaag is een beetje een semi-gestructureerd onderzoek, dus ik heb hier (wijst naar aantekeningen) in grote lijnen een aantal onderwerpen die ik euh ... wil bespreken.

C: Helemaal goed.

Interviewer: Oke top, dan als eerste wil ik het hebben over een aantal algemene termen die ik veel heb teruggezien op onder andere jullie website. Als eerste het verzorgingsgebied van FC Groningen. Hoe zou jij persoonlijk invulling geven aan dat begrip, zegmaar?

C: Euhm ... hoe zie ik het verzorgingsgebied van FC Groningen? Nou daarmee bedoelen we eigenlijk sowieso de provincie Groningen, maar we doen daarnaast ook veel dingen in bijvoorbeeld Drenthe en zelfs af en toe in Friesland. Hoewel in Friesland niet heel veel, dus ik zou zeggen voornamelijk Groningen en Drenthe.

Interviewer: Oké duidelijk, dat is inderdaad ook wel wat de data waar ik natuurlijk een hoop mee aan de slag ben geweest, zeg maar bevestigd.

C: Ja precies.

Interviewer: Oke, dan wilde ik het graag hebben over een volgende punt; euhm ... de doelgroep van het meer en beter bewegen programma. Wat is in jouw optiek de belangrijkste doelgroep?

C: In principe is het volgens mij zo dat het meer en beter bewegen programma gericht is aan iedereen in ons verzorgingsgebied, daar heb je hem weer. Dus dat is jong en oud en alles ertussenin. We hebben verschillende projecten voor verschillende groepen, en ik denk dat er voor iedereen wel wat tussen zit. Maar ik zelf ben natuurlijk voornamelijk bezig met de scholentour en trainen in de wijk, dus voor mij persoonlijk zijn de jongeren tot ongeveer 12 jaar de belangrijkste groep. En dit zijn ook wel de grootste programma's volgens mij, dus ik denk dat sowieso dit de belangrijkste groep is.

Interviewer: Ja nee dat klopt inderdaad, de scholentour heeft natuurlijk echt met afstand de meeste deelnemers he.

C: Ja inderdaad

Interviewer: Super. Oke en dan nog eentje, nu wilde ik het hebben over wat wat jou betreft het doel is van het meer en beter bewegen programma?

C: Nou het uitgangspunt, en dit wordt veel aangehaald met dat kaartje dat je ook wel veel langs hebt zien komen, is natuurlijk bewegingsarmoede. Dit blijkt natuurlijk een groot probleem in een deel van de regio. Maar ik denk dat je het breder moet bekijken dan dat, wat we doen met de scholentour en trainen in de wijk is ook kinderen enthousiast maken over sporten, of we helpen ze met het zoeken van een actieve hobby. Dat is dan niet per se om bewegingsarmoede tegen te gaan, maar om een gezondere, actievere levensstijl aan te moedigen.

Interviewer: Oh dat is wel interessant, zo heb ik er nog niemand anders echt over gehoord. Denk je dat andere collega's er ook zo over denken?

C: Dat weet ik niet zo goed, ik geloof wel dat [naam] en [naam] (collega's van FC Groningen in de maatschappij) veel bezig zijn met die data rondom bewegingsarmoede om te kijken naar de impact van onze programma's, dus ik denk wel dat dat een soort van centraal blijft staan zegmaar.

Interviewer: Ja precies. Als een soort houvast om te kunnen monitoren.

C: Ja, ja.

Interviewer: Oke, dit waren de eerste algemene definities en opvattingen, dan wilde ik nu wat specifiek het gaan hebben over, jij bent inderdaad vooral met de scholentour en trainen in de wijk betrokken dus laten we het daar over hebben.

C: Lijkt me goed.

Interviewer: Oke dan was ik dus voornamelijk benieuwd naar, voor als eerste de scholentour, euhm ... de keuze die gemaakt worden over waar jullie heen gaan, waarop dat gebaseerd is.

C: Euhm, nou in principe willen we alle scholen in de provincie bezoeken, dus ik, samen met de stagiairs, nemen contact op met de scholen om te vragen of ze geïnteresseerd zijn. En dat is niet altijd zo, maar we proberen wel alle scholen de kans te geven om mee te doen. Dus het is niet zo dat scholen op een plek voorrang hebben voor scholen op een andere plek, we gaan gewoon alle scholen bij langs.

Interviewer: Oke en waarom dan alleen in de provincie Groningen en niet ook in Drenthe wat je eerder noemde ook?

C: Euhm, voor de scholentour heeft dat te maken met subsidies, die krijgen we voor de scholentour vanuit de provincie, en daarom kunnen we daar dus alle scholen bezoeken.

Interviewer: Ja precies, maar er zijn dus ook wel scholen bezocht in Drenthe toch, dit was dan zonder subsidie?

C: Ja dat klopt inderdaad, en dat geld komt dan vaak vanuit de school zelf. Het gebeurt namelijk ook wel dat een school juist ons benaderd voor een programma. Of het is zo dat die scholen onder een scholengemeenschap vallen, en dat we de scholen daarvan in Groningen ook gedaan hebben, dus dat het wel fair is om de scholen die daarbij horen in Drenthe ook te doen.

Interviewer: Oke nee precies, dat is duidelijk. Euhm, dan wilde ik het nog iets meer hebben over het proces van het benaderen van die scholen, worden daarin ook bewust keuzes gemaakt dat bijvoorbeeld één school meer voorrang heeft dan andere?

C: Euhm, nou ik denk dat, kijk het moet. Nee dat weet ik niet zo goed. Wij proberen echt alle scholen in sowieso de provincie te betrekken, en wanneer een school niet bezocht wordt in de scholentour, dan heeft dat vaak meer te maken met dat, of zij zijn niet geïnteresseerd, of het lukt niet om in contact te komen met die school.

Interviewer: Ja precies, dus jullie zouden ook op zich alle scholen kunnen bezoeken?

C: Nou er zijn altijd wel scholen die zijn gewoon niet geïnteresseerd, dus dat is dan ook prima. Het is uiteindelijk aan de school zelf of ze het willen.

Interviewer: Ja precies oke duidelijk ... En dan de, het trainen in de wijk dat is misschien interessant, want daar worden wel meer bewustere keuzes gemaakt over welke locaties jullie zegmaar gebruiken.

C: Ja dat denk ik ook.

Interviewer: Want kan je daar wat meer over zeggen, wacht ik heb hier het kaartje bij me van de bewegen in de wijk projecten. Kan je daar iets zeggen over de keuzes voor locaties die daar gemaakt worden?

C: Euhm ja natuurlijk, even kijken. Het bewegen in de wijk is begonnen eigenlijk in de stad vooral. En dat zie je hier ook wel sterk terug volgens mij. Daar zijn we veel geweest. En de locaties hier, kijk daar zijn we sterk afhankelijk van de voorzieningen. Dus trainen in de wijk kunnen we alleen doen als er een veldje is, of bijvoorbeeld een Cruiff court. Dus daarvan ben je afhankelijk. Maar je moet ook weten dat er voldoende kids op af zullen komen. Dus je gaat niet snel ergens naar een super klein dorpje bijvoorbeeld. Dus daarom zie je hier in Veendam ook een stuk meer projecten, we weten dat er daar kinderen zullen komen. Maar het is natuurlijk wel altijd een gok van hoe wordt het. Daarom is er ook heel veel variatie in aantallen, soms zijn er 10 en soms 40 en dat weet je ook nooit van tevoren hoe dat gaat worden.

Interviewer: Dus als je op zoek bent naar een locatie dan kijk je vooral naar denk je dat er daar veel kinderen mee zullen doen?

C: Ja dat is wel een van de belangrijkste, want het is gewoon zonde om daar met twee of drie trainers te staan met maar 10 kinderen.

Interviewer: En op basis waarvan stel je die verwachtingen dan? Kijk je ook naar bepaalde data over bijvoorbeeld juniorclub leden of seizoenskaarhouders?

C: Nee dat eigenlijk niet specifiek, meer naar hoeveel mensen wonen ergens. En dat is ook wel de reden dat we zo veel in de stad hebben gedaan, hier wonen gewoon veel kinderen die zo iets leuk vinden. Maar de vraag of we ergens überhaupt een bewegen in de wijk activiteit organiseren, dat is afhankelijk van de gemeente. De gemeente heeft dan een potje en wij leggen hun voor of ze geïnteresseerd zijn.

Interviewer: Dus bij bewegen op school ben je afhankelijk van de provincie en bij de wijk heb je juist de gemeente die wel of niet geld vrijmaakt eigenlijk?

C: Ja dat klopt inderdaad, dus in de eerste plaats ben je natuurlijk afhankelijk van die partijen, en daar ben ik zelf niet zo veel mee bezig, dat is natuurlijk [naam collega]. Die gaat veel met gemeenten om de tafel zitten. En als er dan interesse is, dan ga ik daar mee aan de slag van oke waar zijn potentiële locaties.

Interviewer: En, wordt er ook gekeken naar waar zijn we al geweest om misschien een volgende keer juist ergens anders heen te gaan. Want ik zit met mijn onderzoek heel erg op hoe toegankelijk zijn jullie programma's voor iedereen ook.

C: Ja ik denk dat we sowieso, kijk we gaan niet twee keer naar een zelfde locatie in korte tijd. Het doel van een programma zoals bewegen in de wijk is om die kinderen enthousiast te maken over een beweegactiviteit. En dat is niet altijd alleen voetbal, we doen allerlei verschillende spellen en sporten op zo'n activiteit. Dus dan is het inderdaad belangrijk om verschillende kinderen te betrekken, in de hoop dat zij dan bij hun ouders aankloppen van, ik wil op een sport bijvoorbeeld. Maarja, als je dan naar een nieuwe locatie gaat en er zijn maar 10 kinderen. Dat is misschien minder waardevol dan twee keer naar dezelfde locatie gaan waar je twee keer 40 kinderen hebt. Dan heb je het ook over betere toegankelijkheid.

Interviewer: Ja nee dat is zeker waar.

C: Maar dat is inderdaad wel een afweging.

Interviewer: Ja precies. Euhm even denken. We gaan door. Ik wilde graag nog even samen naar deze kaartjes kijken (scholentour en bewegen in de wijk). Als je deze zo ziet, ben je dan tevreden met het bereik van deze programma's?

C: Ja, ik denk dat we goed bezig zijn, mooi om het zo ook op de kaart volledig te zien. En sinds jij deze hebt gemaakt zijn we natuurlijk op nog veel meer plekken geweest de laatste maanden. En dat proberen we nu ook beter bij te houden, sinds we met upshot zijn begonnen ook, om onze data beter bij te houden.

Interviewer: En hierzo bij de scholentour zie je dat buiten de stad Groningen eigenlijk veel meer scholen bezocht zijn dan in de stad. Denk je dat daar een reden voor is? Is dat een bewuste keuze geweest?

C: Dat zou ik niet zo goed weten, het zal toeval zijn denk ik dat er onder de scholen hier in de stad toch minder animo bestond om mee te doen. En in de stad zitten ook meer scholen van bijvoorbeeld speciaal onderwijs, en daar merk je toch, die zijn toch minder snel

geïnteresseerd. Want daar komt gewoon meer bij kijken als je daar een gastles wil geven. Maar dat is een reden, maar eu.. verder weet ik dat niet zo goed.

Interviewer: En voor het bewegen in de wijk zie je juist een beetje een tegengesteld patroon, met meer activiteiten binnen de stad juist.

C: Ja daar hebben we het net natuurlijk over gehad, dat heeft er mee te maken dat dit programma echt binnen de stad is opgezet en pas later dus breder getrokken is naar de hele regio. Daarna kwam Veendam, volgens mij, en zo zijn we dat eigenlijk pas recent gaan uitbereiden.

Interviewer: Oke duidelijk, dankjewel. Dit was het wel een beetje voor waar ik het over wilde hebben.

C: Oke super.

Interviewer: Nogmaals heel erg bedankt voor het interview.

C. Geen probleem.

Interview D

Interviewer: Hoi D, ten eerste leuk dat je mee wilde doen met mijn onderzoek. Dankjewel.

D: Ja, natuurlijk geen probleem.

Interviewer: Het plan voor dit interview is dat ik een aantal onderwerpen heb voorbereid waarover ik het graag even wil hebben, dit heb ik hier uhm, in mijn aantekeningen. Maar het is geen vaste lijst aan vragen, dus een beetje een open gesprek is de bedoeling.

D: Dat lijkt me helemaal goed.

Interviewer: Top, dan brand ik los met het eerste onderwerp waarover ik het wil hebben, dat zijn euhm, een aantal algemene begrippen en hoe zeg je dat, concepten waarover ik jouw persoonlijke mening wilde vragen. Als eerste is dat het verzorgingsgebied van FC Groningen. Hoe zou jij zelf invulling geven aan dat concept?

D: Euhm, het verzorgingsgebied van FC Groningen, dat is inderdaad soms een wat vaag concept. Maar ik geloof dat de meest gehanteerde invulling eigenlijk is de provincie Groningen, de bovenkant van Drenthe en ook een stukje Friesland aan de grens met Groningen. Maar Soms wordt het ook gewoon ingevuld als de provincie Groningen.

Interviewer: Ja inderdaad Friesland wordt daar niet altijd in meegenomen heb ik het idee.

D: Klopt, maar we doen wel degelijk dingen in Friesland, alleen toch minder dan Groningen en Drenthe dus het is een beetje half.

Interviewer: Dan aansluitend op het verzorgingsgebied heb je de doelgroep van FC Groningen natuurlijk. Ik was ook benieuwd hoe je die zou invullen?

D: Ah ja, de doelgroep van de maatschappelijke programma's zegmaar?

Interviewer: Ja precies

D: Dat is in principe iedereen, iedereen kan meedoen aan onze programma's. En dan zijn er verschillende programma's gericht op verschillende subgroepen. Dus scholentour, bewegen in de wijk en trainen als een prof voor de jongere groepen. En dit zijn ook zeker wel de grootste programma's, dat moet erbij gezegd worden. Maar ook sociale activering en nu dus vitaliteit op de werkvloer voor volwassenen. En we hebben voor ouderen de oldstars en vorig jaar ben ik samen met [naam stagiair] bezig geweest met het opzetten van bewegen in de wijk voor ouderen, waar we via ZINN bij verschillende ouderenhuisen langs gingen. Dus de doelgroep van elk programma is natuurlijk verschillend.

Interviewer: En zijn al deze doelgroepen ook even belangrijk of geef je voorkeur aan de jeugd, dat is namelijk wat je in de data wel ziet.

D: Ja nee natuurlijk, zoals gezegd de programma's voor de jongeren zijn toch het grootst, zeker de scholentour. Dat is wel een stukje omdat het ook makkelijker is denk ik om deze

groep te benaderen en betrekken, maar ook wel omdat je hier nog het meeste verschil kan maken. We zetten nu veel in op het motiveren van deze groep om een gezondere levensstijl aan te nemen.

Interviewer: Ja dat sluit ook mooi aan op natuurlijk die euh, bewegingsarmoede wat veel terugkomt op jullie website en in gesprekken.

D: Ja dat denk ik ook, voor bewegingsarmoede is dit ook gewoon de belangrijkste doelgroep, als je ze jong aan het sporten en bewegen zet dan is de kans gewoon groter dat ze dit blijven doen. Of dat ze zich inschrijven voor bijvoorbeeld een voetbalclub. Maar dat kan ook iets anders zijn, hardlopen of atletiek of weet ik het.

Interviewer: Ja precies. En, dit sluit trouwens mooi aan op het volgende onderwerp, namelijk het doel van het meer en beter bewegen programma. Is dat eigenlijk bewegingsarmoede aanpakken of oplossen of?

D: Ja, bewegingsarmoede is natuurlijk het uitgangspunt van het hele programma, of misschien meer de reden voor het programma. Ik denk dat het doel breder is dan zeggen we willen dit probleem aanpakken. Dat is ook veel te complex. Ik denk dat het mooi is dat je zo veel mogelijk mensen inspireert om meer te bewegen, dan heb je je doel bereikt. En hopelijk leidt dat uiteindelijk tot meer, of minder bedoel ik, bewegingsarmoede. Maar die relatie, dat is moeilijk om in te schatten, hoeveel je daar nou echt in of aan toevoegt. Dus misschien is aanzetten tot bewegen duidelijker.

Interviewer: Ja precies, wat interessant, dus een wat praktischere insteek zou jij zeggen.

D: Ja, dat denk ik wel inderdaad.

Interviewer: Dan wilde ik het nu graag even hebben over de kaartjes die ik bij me heb. Euhm, dit is allerlei data die [naam stagiair] en ik vorig jaar natuurlijk wat verzameld hebben en zo gevisualiseerd eigenlijk. Laten we beginnen bij de scholentour, daar zie je dat eigenlijk best wel heel veel scholen zijn bezocht juist op de plekken waar de bewegingsarmoede het meeste speelt, is dat een bewuste keuze geweest?

D: Ik weet dat niet zo goed voor de scholentour. Volgens mij is het zo dat we proberen om alle scholen in ieder geval aan te bieden, dat ze mee kunnen doen zeg maar. Maar ik zie zo inderdaad dat er wel verschil lijkt te zitten tussen de regio's. Alleen daar kunnen veel verschillende dingen achter zitten, kijk die scholentour, dat is natuurlijk best wel lastig om te organiseren soms. Want onze trainers zijn daar dan bijna een hele dag, en ze hebben toegang nodig tot een goede ruime gymzaal en er moet voldoende tijd zijn om voor alle klassen een les te organiseren. Dus soms zeggen scholen dan van het pas niet in ons rooster of het is toch te moeilijk om te organiseren. En dat is natuurlijk prima, maar in principe worden alle scholen wel benaderd.

Interviewer: Ja precies. Dat is duidelijk. Dan, eum, voor het volgende kaartje dat is bewegen in de wijk. Daar zie je eigenlijk het tegenovergestelde van de scholentour, dat je echt voornamelijk veel in de stad ziet.

D: Ja en dat is ook niet gek, bij bewegen in de wijk zijn we ook echt alleen in Groningen begonnen. De gemeente die subsidieert die programma's namelijk. En toen dat een succes bleek zijn we het gaan uitbreiden naar andere gemeenten ook. Nu weet ik dat bijvoorbeeld de gemeente Veendam ook erg enthousiast was over bewegen in de wijk, dus daar zijn we toen ook meerdere keren geweest. Maar hier ben je dus heel erg afhankelijk van verschillende gemeenten. Kijk soms dan gaat [naam] om de tafel met zo'n gemeente en dan zijn ze toch niet, dat ze er iets in zien.

Interviewer: Dat is wel interessant, want daar was ik juist benieuwd naar inderdaad waarom er een aantal gemeenten zijn waar jullie juist niet geweest zijn.

D: Ja nee dat is dus daarom inderdaad, want wanneer de gemeente het niet steunt dan moet het uit onze eigen zak komen. En dat kan wel en dat gebeurt ook wel, maar dat blijft toch lastig. Zeker bij bewegen in de wijk, omdat je dan gewoon niet weet hoeveel kids er op gaan komen dagen, dus je weet nooit wanneer dat echt de moeite waard is.

Interviewer: Dus wanneer meer gemeenten jullie zouden subsidiëren, dan zou je ook graag naar de gemeenten die nu weinig bezocht worden gaan?

D: Zonder meer, ja natuurlijk. Kijk, idealiter kom je ook met bewegen in de wijk veel meer in de regio. Maar ik denk ook dat dat meer gaat komen, het programma is natuurlijk wat jonger. Maar deze kaartjes van jou helpen ook om meer gemeenten te overtuigen, als je kan zeggen kijk hier zijn we al geweest en dit hebben we allemaal al gedaan.

Interviewer: Wat leuk, dankjewel. En voor de volgende, voetbal op de club, zie je ook weer veel in de stad, en eigenlijk maar op een klein aantal verschillende locaties, dat er zegmaar projecten georganiseerd zijn.

D: Ah ja precies. Nou voor voetbal op de club, dat is natuurlijk lastig. Want dat zijn echt heel erg uitgebreide voetbalclinics, dus daar heb je gewoon van alles nodig; kunstgras, kleedkamers, een club die wil samenwerken, he, genoeg velden. Dus je bent al best wel snel afhankelijk van de wat grotere amateurclubs zoals ACV, GVAV

Interviewer: En de gemeente of de provincie spelen die hier ook nog een rol?

D: Voor voetbal op de club, dit zijn meer de betaalde programma's. Dus je schrijft in, en dan moet je ook betalen om mee te doen. Dus hier zijn we niet afhankelijk van dezelfde subsidies natuurlijk. En dit programma levert dan ook juist geld op om de andere programma's te helpen financieren. Maar dan heb je hier veel meer dat je afhankelijk bent van de clubs en hun faciliteiten. Want er zijn gewoon een aantal dingen, wat ik net noemde, dat je echt nodig hebt.

Interviewer: En als je zo kijkt naar deze verschillende kaartjes zijn er dan ook plekken of regio's waarvan je denkt we zouden hier eigenlijk meer moeten doen misschien? Of dat je denkt, we zijn ergens vaker dan op andere plekken?

D: Ik denk dat we qua spreiding door de regio best goed zitten. Misschien dat we in de stad wat meer hebben zoals je zei, maar daar wonen natuurlijk ook veruit de meeste mensen.

Dus je moet ook kijken van, waar besteed je je tijd het meest nuttig. En dan kom je op bepaalde plekken minder of niet, omdat het daar dan niet de moeite waard is.

Interviewer: Oke super, dankjewel. Euhm, dan wilde ik het nu nog even hebben over een soort van de motivatie achter keuzes die gemaakt worden.

D: Mmm

Interviewer: Dus, stel je ben een nieuw project aan het organiseren, in hoeverre zou je dan gebruik maken van data over bewegingsarmoede in de regio?

D: Ik zelf kijk weinig naar die specifieke data, kijk ik weet bijvoorbeeld dat er in oost Groningen meer bewegingsarmoede is. Maar dan ben ik niet per se eerder geneigd om daar meer projecten te organiseren. Wat ik meer zou doen, is kijken waar zijn we al geweest, en wat zijn dan plekken waar we nog niet geweest zijn. En dan ga je in die regio's kijken naar de wat grotere plaatsen, want je blijft afhankelijk van dat er genoeg animo gaat zijn. Dus nee daar kijk ik niet echt naar.

Interviewer: En bijvoorbeeld seizoenskaarthouders en junior clubleden, heeft dat invloed op locatiekeuzes?

D: We hebben daar in het verleden inderdaad wel naar gekeken, maar ik weet niet in hoeverre dat leidend is. Maar het kan wel helpen. Bijvoorbeeld in Assen hebben we al heel lang bij ACV clinics, en dat komt omdat we toen al wisten dat er in Assen best wel veel seizoenskaarthouders wonen en best wel veel FC Groningen supporters zijn. Dus inderdaad het kan wel helpen omdat het een soort indicatie is van, he ... Maar ik denk toch dat we vooral heel praktisch zijn bij het opzetten van een nieuw project en dus echt kijken van willen scholen samenwerken, of zijn er de juiste faciliteiten die we nodig hebben.

Interviewer: Oke, dat is duidelijk. Ik denk dat ik zo tevreden ben. Nogmaals bedankt voor het meedoen en ik schakel hem uit.

D: Ja natuurlijk, dat is geen probleem.

8.3 Codebook

Parent code		Child code	Code description	Inclusion criteria	Exclusion criteria	Example	Origin
Goals		Goal	Relating to the aims of the MBB programme	Explicit mention of intended outcomes	Means or positive side-effects	bewegingsarmoede oplossen	A priori
		Target group	Relating to what groups of people are the intended recipients of MBB programme	Based on age, gender and geographical communities		children, everyone, the future generation	A priori
Stakeholders		Community	Potential participants in specific geographical area	Area's submitted to participation opportunities	Limited to provinces, regions, municipalities or neighborhoods	Groningen, Assen, Oost-Friesland, Haren	A priori
		Society	General population	Discussed in reference to CSR communication	Not including sub-sections		A priori
		External Stakeholder	Key stakeholder	Play an important role location choice process	Not including participants	Gemeente Westerkwartier, Velocitas	A priori
Reasons	Power (utilitarian)	Internal	Derived from communities' own economic influence over FCG	Admissions of relevance of consumption	Reference to local involvement in non-economic terms	NONE	A priori
		External	Derived through government subsidies	Admissions of relevance of subsidies	Implication of subsidy dependence	visiting the schools is financed through provincial subsidies	A priori
	Urgency	Physical inactivity	Reference to the MBB's main goal, which is based	Any reference to a problematic situation	Secondary, related problems not included	bewegingsarmoede, poor physical health	A priori

Parent code	Child code	Code description	Inclusion criteria	Exclusion criteria	Example	Origin
		on national healthcare policy	regarding physical exercise numbers in a specific locality			
	Secondary needs	Reference to secondary problems that in a community	Problems that go hand-in-hand with lacking physical exercise	Problems that have no obvious relation with healthcare and wellbeing are excluded	Social status, poverty	A priori
	Legitimacy	Reflections regarding the equity of access to the MBB programme	References to spread of projects for the purpose of accessibility	Not including equity of access in financial terms	Programme spread, coverage in the northern municipalities	A priori
Decision-making	High priority	Regions or communities that receive more attention than others	Mentions of focus points, central themes, future intentions that are deemed important	Is only used in combination with other codes, ie goal, community	Target groups that receive extra attention, we want to guarantee that spread	During coding
	Low priority	Reference to communities or regions that are currently not interesting for projects	Including a reference to clearly defined communities or regions	Not including non geographical characteristics, code only used in combination with others	Drenthe is currently not included because we do not have a subsidy for it, not many people live in the direction of Terschelling and Lauwersoog...	During coding
	Motivating factor	A stated reason for a location choice or exclusion	Explanatory statements	Different from goals in that it is a reason for decision-making	In the end, it has to make money, we are dependent on certain facilities	During coding
	Reflection	When interviewee is doubting or unsure of decisions or declaring intent for	When statement is in regard to relevant decisions regarding location choice		Dus als je zegt wat zou je anders doen, ik zou graag meer geld laten leiden dan strategie.	During coding

Parent code	Child code	Code description	Inclusion criteria	Exclusion criteria	Example	Origin
		different action				
MBB	CSR program	Used for structuring, to help clarify what other codes are referencing	Mention of one of the broader programmes that are part of the MBB	Only when its about the entire program, not specific projects within in	Trainen als een Prof, Bewegen in de Wijk, Voetbal op School	During coding
MBB	CSR project	Used to point out when a point is made about a specific project	Mention of a specific project, usually a one day visit to a location	Broad references to visits to certain locations not included when it is not clear what type of activity it was	Dat we één dag een clinic geven, dat is eigenlijk super leuk	During coding
CSR	Economic interest					
CSR	Societal interest	Is basically the same as urgency, but reflected in a separate code as counterpart to economic interest				