

## Football Community to CSR Model

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### ABSTRACT

*Corporate Social Responsibility: CSR is a main stream and varied used as marketing tools to presents the company to the target (Babiak and Wolfe, 2006). CSR is also an important strategy for sport organizations and sport events. Especially the sport industry is facing increasing pressure to both maintain their profitability.*

*Football is a most famous activity for Thai company used as a tools to show their CSR (Yanintorn, 2007), while there are some organizations had succeed and some are not, cause lacks of knowledge about the truly football development and understanding in CSR.*

*The objective of this study was to present the model of Youth football development with the project of ThaiBev Football Academy should be a CSR model for developed the social. This study designs to combines the qualitative and quantitative research method. Researcher used the questionnaire and additional in-depth interview the executive who was an expert in this area by focusing on 3 topics of football management concept composed of process, resources, and benefit. Bring the opinions from the sample on each topics related to the sport management theory and the management theory to expressed the conclusion. According to the study it constitutes 1) Management process; finds that 98% believed that there are a good organize. 2) Resources to management; find that 94% agree that they have enough resources to manage. 3) Benefits of the project; researchers found the participants beneficiaries all 3 groups; 100% of youth group, 96.2% in parent groups, and 97% in Company.*

**Keywords:** CSR; Football Community; CSR with Sport; Youth football development

### INTRODUCTION

Corporate Social Responsibility (CSR) is defined as the Philanthropy activities undertaken by a company to sustain develop the economic, social and environment (Carroll and Buchholtz, 2006). CSR provides guidelines for successful enterprise that is harmonious with its community, it's also an opportunity to generate honest, genuine, and responsibility that a companies and its community can be proud of (Thaipat Institute, 2010).

CSR in Thailand has already been driven by both the public and the private sectors since ten years ago. From the past CSR is known as a marketing tool to present the company to the consumers and also contribute companies by reducing operational risks associated with environmental and social issues (Kotlor and Lee, 2005). The growth of globalization, nowadays CSR in Thailand has already known as guidelines of the sustainable development which concentrated on improving the treatment and responsibility to the environment by the enterprise (Srisaweg, 2008). Cause of CSR's benefit, it becoming much better known and much more often practiced and rapidly growing by a number of organizations and activities have stimulated CSR development in Thailand.

CSR is now a main stream the practice of managing the social, environmental and economic impacts of the company, being responsive and behaving according to their values. In a

practice of CSR, there are can refer to a wide range of actions that companies may take, from donating to building charity foundation for taking care the social and environment. Furthermore, PipatYodpluttikarn (2006) has expressed the form of CSR likely the Buddhism guideline as a principle Sangkhawattthu<sup>4</sup>, consist Alms, eloquence, usefully acts, and consistently good.

Initiative activities for CSR are available from the micro level and can be extended to the macro level. In addition organizations will show social responsibility within the staff, shareholders to be happy and proud with the organization. The organization can expand these things to the outside by creating participation from inside, for showing social responsibility in a sustainable way. Furthermore, the organization would have been looking with the good image from the society when they use the activity that reflect to their business and fit to the community (Srisaweg, 2008).

Sports are another activity that has been widely used as a tool for CSR activities to show their responsibility to the social by the developed country (Smith and Waddington, 2004). In the United States, CSR has widely prevalent in the sport industry (Walker, 2007). The National Basketball Association (NBA) was used Basketball to show their CSR by sending the great and famous basketball players from many states for coaching and playing basketball with the youths in community. This Ideal had generated the passion for basketball game to the majority of United States citizens and led to the high popularity of this sport throughout the country (Babiak and Wolfe, 2006). In additional, England, the country of football premier league also used football as a CSR activity to building brand-loyalty to their clubs. Moreover, The Federation International Football Association (FIFA) also funding in CSR by supporting the youth football development, the football education, and women football with more than 40% of their revenue (Walker, 2007).

Football is the most interesting sports in the world that a lot of people around the world love to watch the game and love to play the game also. Football is the sports that last since prehistoric age, first initiated by China for 2,300 years ago. In that time, football was called "Tsu-Chu and it was one of the military training and it was played in the party and used to accredit the ambassadors (Tyler, 1978).

Nowadays, Football is the popular sports that people all ages, sexes, and classes around the world interest in, especially the Premier League from England, there are more than 4 thousand millions people waiting to watch the game. These things shows that football is considered as sport which has the highest price in the market and most interesting game in the world, even football in Thailand, it makes much value in market for economy, gives incomes to personnel in football. In the year 2013, we found that we received over 200 million for just only selling tickets and team's souvenirs, 17 teams in Thai premier League. The numbers of people attending to watch the games is around 2 million (Yanintorn, 2007). Consequently, it's a dream of many Thai juveniles to play more of football, to be a player in a professional football league and it make there are increasingly places of football training in Thailand which the poor family cannot go in through. Which in the present, especially in Bangkok, has so many football field established with a youth football coaching course that charged, often advertise that the course is conducted by an experienced coach or with an international coach with a high-standard training course but almost are not free. Meanwhile, many youngsters who love football can't afford to those training course. Lack of major elements such as money, field, facility and quality's coach made these youth lack of opportunity to practicing football for developing theirs football skills.

## **ThaiBev Football Academy**

ThaiBev Football Academy is a project that focuses on the development of the youth football in a sustainable way under the concept of behave and equality. Located at Meesuwan football field, on Prachautit road HuiKwang district under the 11 acres area with service building and facilities. Under supported by ThaiBeveragePublic Company Limited, who's determined to supporting in sports especially football.

ThaiBev Football Academy has been created from the inspiration from the experienced of the traineeship and observing of youth football from around the world such as; Botafogo Football Academy in Brazil, Manchester United Football Academy, Everton Football Academy, Liverpool Football Academy, Manchester City Football Academy, Blackburn Rovers Football Academy, Leeds United Football Academy in England, Nike Football Academy in USA, Singapore National Youth Football Center included representing the Football Association of Thailand attending seminars to exchange academic knowledge to develop football in Asia region for many times. Moreover, researcher has observe and collect football's practice for many youth teams, especially teaching youth football for AssumptionThonburi College to be representative of Thailand and won the 5th place of the World Final's Manchester United Premier Cup in 2003.

In addition to coaching football, there has been a fundamental management concept (4Ms) to be a guideline for project management as respectively:

**Man:** management the manpower in the project includes coach, kids, parents, staff and volunteers.

**Money:** management budget of the project which supported by Thai Beverage Public Company Limited to paid for workers' salary, rental property and buying various facilities.

**Materials:** management materials, place and facilities of the project to ensure the availability and ease of football practice as a standard.

**Management:** management and organize the project to be performed to achieve the objective efficiently and effectively.

The objective of training football in the project to be efficiently and effectively to achieve the objective of the project which was:

1. Teaching football for youth, for free.
2. Building good skills in football for kids.
3. Supporting kids who want to play football but has no money and opportunity.
4. Creating activity for kids, to prevent them from narcotic.
5. Supporting kids to make use of theirs free time.
6. Practicing kids to live in society without clinging to theirs societies' position.
7. Supporting young football player who has special talented and could develop skill to professional level.
8. Building Thais football player to be a professional football player.
9. Making a good relationship between company and community, based on the National Economic and Social Development Plan No. 10.
10. Showing social responsibility of the organization according to CSR.

Training football for success is doing the practicing under international standard youth football course. Categories kid into the groups by separated ages and individuals skill under these methods:

- i. Attitude
- ii. Football technique
- iii. Ball feeling
- iv. Coordination
- v. Agility
- vi. Speed
- vii. Movement

Each group of ages has to training and developing these skills constantly. Categories age group that researcher has studied in a standard way of Federation International Football Association: FIFA and Asia Football Confederation: AFC pattern drills that suitable to age groups will be as follows:

1. 6-10 years old: Age of Fun.
  - 1.1 Training drill that makes kids becomes familiar with the ball.
  - 1.2 1 person / 1 ball.
  - 1.3 Coordination.
  - 1.4 Games for fun.
  - 1.5 Team4v4or5v5.
2. 10-12 years old: Building individual skill
  - 2.1 Training drill that makes kids becomes familiar with the ball.
  - 2.2 1 person / 1 ball.
  - 2.3 Coordination and Agility.
  - 2.4 Individuals training drills such as:passing-receiving,dribbling.
  - 2.5Small size game 5v5 or6v6.
3. 12-14 years old: Understanding the game.
  - 3.1 Warm with the ball.
  - 3.2 Agility.
  - 3.3 Football training with opponents.
  - 3.4 Small size game 5v5 6v6 or 7v7.
4. 14-16 year s old:Primary competition.
  - 4.1 Warm with ball/without ball.
  - 4.2 Agility and Speed Ball.
  - 4.3 Football training with opponents.
  - 4.4 Small size game 7v7 9v9and11v11.

5. 16-19 year:Becoming a professional football player.
  - 5.1 Warm with ball/ without ball.
  - 5.2 Speed and Strength.
  - 5.3 Techniquedefense-attack2v2 and4v4.
  - 5.4 Small size game) 4v4 or11v11.

### **ThaiBev Football Academy Management**

Training youth football course to every kids from everywhere by certified coaches, who has been carefully selected because coach have to be a teacher, a role-model and a leader for kids.

1. Training every Saturday and Sunday from 6.30-11.30 am.
2. Training divided by age and individuals skill, which ThaiBev Football Academy has divided kids around 400-500 people per day into age groups as follows:
  - 2.1 5-10 years old:4groups each group has around 25 kids.
  - 2.2 10-12 years old: 6groups each group has around 25 kids.
  - 2.3 12-14 years old:4groups each group has around 25 kids.
  - 2.4 14-18years old:2groups each group has around 25 kids.
  - 2.5 Goalkeeper:1group has around 25 kids.
  - 2.6 Chang Junior:2groups each group has around 25 kids.
3. Selection an excellent young player in ThaiBev Football Academy put into the subproject “Chang Junior” for training in high-level and more schedule training, to develop them becoming a professional football player in the future.
4. Teaching about living together in society, to be well behaved and having a good sportsmanship.
5. Building a parental community for exchange ideas and embrace volunteerism for sustainable social development.
6. Having a ground staff to taking care of the football field to be the best field for kids.
7. Providing a good compensation for coaches and assistance based on ability level.
8. Providing training suits for children to wear in training systematically.
9. Providing foods and drinks between training, normally a banana and UHT milk for kids after training according to nutritional principle.
10. Providing a travel expenses for needy youth without any cost collected from children.
11. Free van from the field to Klong-Toey.
12. Budgeting care and facilities to the project aged by the following activities:
  - 12.1 The field management staff 8 people.
  - 12.2 The rental field of Meesuwans.
  - 12.3 Utilities and maintenance costs.

- 12.4 Materials and equipment costs.
- 12.5 Van expenses delivery children from KlongToey to the field.
- 12.6 Training suits for kids 2 suits per people.
- 12.7 Training suits for coaches 2 suits per people.
- 12.8 F&Band facilities for youth welfare gained from the project per week.
  - UHT MILK 1,200 boxes per week
  - Bananas 1,200 bananas per week
  - Ice 50 bags (large)
  - Water 50 barrels
  - Field equipment (Bibs)
  - Ball 500 balls
  - Ball bag 10 bags
  - Ball pump 2 pumps
  - Barrow 3 barrows
  - Ice bucket 4 buckets
  - Water cooler 8 units
  - Plastic water glass 500 glasses
  - Medicine box 1 set

## **RESEARCH METHODOLOGY**

- Step 1: Gathering data from related documents and former researches, along with in-depth interview with experts for gathering attitudes and opinions of the project.
- Step2: Synthesize and analyze the essential information from step 1 including the data from observation (survey) during the research project.
- Step 3: Design the study by developing and improving hypothesis from the field research in order to make research tools for data collection. The research tools are classified into two categories:
- Qualitative research: researcher used the interview form with 10 stakeholders who were asked by structured interview forms, so that the answers would meet the project's objectives and also are varied and unlimited.
  - Quantitative research: researcher used the form of words on a survey, with a questionnaire, with 400 sampling including youths and parents who participated in the project.
- Step 4: Data collection, processing, dissemination and analysis. Calculate the percentage frequency and describe the general characteristics and opinions of the samples.
- Step 5: Data presentation and research report (descriptive writing).

## **RESEARCH RESULTS**

The final results from these observation and data collection are as follows:

### **Management Process.**

1. The process of coach selection:
  - i. Certified their knowledge by License and ability to train youth football level.
  - ii. Be responsible.
  - iii. Have morality and integrity.
  - iv. Be a good role model for youths.
2. The process of building community relations: Researcher had been cooperating with the residents in the community where the project was held throughout ten years of the project implementation. The residents provided a great support to the project in many ways, from participating in the project's activities to providing goods and money.
3. The process of cooperation with the parent groups: Researcher used the theoretical concept of ownership and people are inherently good to be the guideline for creating activities. The project included parent volunteer groups to help implement some tasks which are appropriate with their ability and satisfaction, such as, improving the registration system for the youths. For the parent groups, who possessed the knowledge and technological capabilities, were assigned to develop the system depository for their children. Researcher also decided to distribute milk and banana for the youth football players after finishing their training in order to encourage the youths to respect and thank their givers. Moreover, in the traditional Thai holidays, parent groups are also given the opportunity to create special activities for the youths. For example, the youths could pour water on the hands of revered coaches and parents and asked for blessing in Songkran day or played many creative games with their friends and parents in the New Year day. All of these special events were supported by the parent groups and did not increase any expense of the organization.

### **Resources Management**

1. The number of coaches and staffs: The youths and their parents participating in the project mentioned that every coach and staff were generous, talented and also possessed of great ability to train the youths in many methods. The number of staffs was adequate to facilitate participators in the project. However, there were an insufficient number of coaches in some days.
2. The budget: This project required a large budget in order to manage every task efficiently. The majority generally agreed that the budget is approximately millions per a month.
3. Location, equipment and facilities: The location of the project was very appropriate and very convenient to get to as it situated in the heart of the city and in one of the most recognizable urban community in Thailand (Meng Chai, HuayKwang). The equipment and facilitates were completely equipped, especially the football field covering with green and soft grass throughout the year and every kids have training with each ball.

### **Benefit From the Project**

The study found that the stakeholder of the project all beneficiary as Thai Beverage Public Company Limited beneficiary 97.02% while 2.98% disagreed, Youthbeneficiary 99.78% while 0.22% disagreed, Parentbeneficiary 96.28% while 3.72% disagreed and Communitybeneficiary 97.52 % while 2.48% disagreed.

Moreover, according to the interview with the visitors in the project and data collection, 100% of participants agreed that this project has positive impacts and provided the youths with a great opportunity to spend their time usefully. They also recommended that it should be implementing in other areas in the future.

### **CONCLUSIONS**

This research indicates that the feedback of Thaibev football academy has been very positive as:

1. Youths are satisfied.
2. Parents are satisfied.
3. Community residents are satisfied.
4. Supporters are satisfied.
5. Get corporation from community and society.
6. Build positive relationships among groups of people.

In addition, this project can be used as a model of youth football development. General organizations can also apply the project implementation process to create other social responsibility activities as well as adapt it to other sports. In the same way, the United States basketball teams in early gained their popularity by sending their great and famous basketball players too many states for coaching and playing basketball with the youths. This method had generated the passion for basketball game to the majority of US citizens and led to the high popularity of this sport throughout the country (Babiak and Wolfe, 2006). According to the model of NBA in State, we found that the standard of youth football training program will be a tool for development the people as the result from the project, there are youth national football players and now they are professional players in Thailand football league.

Moreover, this study also found that the organization, which used the model of social responsibility activities to promote football activity, usually received admiration, appreciation and friendship from the community. When the organization required supports for the project, the community always ready to provide assistances. This is because the community residents had realized the kindness and friendship of the organization and were willingly to reward in many ways.



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