



# Master's degree thesis

**EVM950 Event Management**

**Which factors are determining the Norsk ToppFotball clubs' environmental status today?**

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**Molde University College**  
Specialized University in Logistics

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## **Preface**

This master thesis is the final work during five years as a student at Molde University College. The five years contains of three years as a sport management student, and two years as event management student.

It has been a long and developing process, both theoretically, but also developing for me as well. The topic of the thesis came in mind during the course of International Module in Switzerland, where environmental sustainability was one of the academic pillars. This topic combined with advanced experience from working in the Norwegian football club Molde Fotballklubb, led to the topic of the thesis.

The thesis have been developed in cooperation with my supervisor Harald Dolles, who have come with good critique, and good guidance in the direction of the result, thus shall Harald Dolles have honour for his contributions. Merete Pilskog Pedersen has also been a good interlocutor to reflect on the thesis from an outside perspective, through good discussions and support. There are many more to thank, among friends, family, colleagues and students, who have been interested in the thesis and its topic, but also given time and space to work with the thesis.

The managers of the clubs and the representatives of The Association of Norwegian Football and Bergfald Miljørådgivere deserves all praise and gratitude that they participated and helped shed light on the thesis from their perspective during hectic periods. I also hope the thesis and their reflections have contributed to give them new perspectives.

*Jonas Pedersen*

Molde, 2014

## Summary

Environmental sustainability in football was a limited research area, and I wished to contribute to this research area. And in Norwegian football the area was unexplored, even if the interest for the topic was, and probably still is, rising among Norwegian football clubs. This triggered my interest trying to figure out what motivated the clubs, and what had been preventing them earlier. Due to this was the research question:

*Which factors are determining the Norwegian ToppFotball clubs environmental status today?*

Due to limited literature on environmental sustainability in football, was this thesis also based on literature from CSR in America and Europe. This mix builded the basis of a research framework that was intended to visualize the motivations leading the clubs in direction of increased environmental measure, and which challenges that had held the clubs back. This way, the research framework was intended to help answering the research question. The research framework was also intended to describe and help the reader to understand the complex reality, the reality of Norwegian football in the eyes of environmental sustainability.

To gather information specific for the Norwegian football, five interviews were conducted with central actors. The actors were The Association of Norwegian Football, Bergfald Miljørådgivere, Odds Ballklubb, Sogndal and an anonymous club for the first division. The data that emerged through the interviews were analyzed and compared and discussed in relation to the literature presented and building the basis of the framework.

The findings proved that external actors could execute impetus in the direction of the clubs and their managers and their preconditions. This resulted in either extrinsic motivation or perception of extrinsic challenges, depending on the impetus, the preconditions and the manager's interest. Motivation to execute environmental measures could also come from within the managers, causing in either intrinsic motivations or intrinsic constraints. And the tension between the perceived motivations and constraints resulted in the specific clubs environmental measures. The specific factors and actors that were found are presented in detail in this thesis.

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## **1.0 Introduction**

Environmental sustainability is one of the areas in the corporate social responsibility-concepts, and the area is growing in practice and academic interest, according to Trendafilova, Babiak and Heinze (2013). Professional football clubs recognizes its connection and part of the community they share, and the fact that this means certain responsibilities above the community, such as the local authorities, other businesses, the local population and the environment, according to Jenkins (2012). He further stated that sport is not immune to the contemporary responsibilities of protecting the natural environment, because sporting facilities, activities, events and the manufacture of sporting goods impacts and is demanding on the physical environment. Therefore is environmental sustainability (ES), which is increasingly recognized as a central aspect of corporate social responsibility (CSR), not only important for recreational sport firms, but for all sport organizations. Jenkins (2012) also reports that the sporting industry in general has been somewhat slower than other industries to adopt environmental management practices and develop CSR strategies. Mallen and Chard (2011) promote that the natural environment is a primary stakeholder in sports. But Trendafilova, Babiak and Heinze (2013) mentions that the institutional forces, external pressures on organizations, driving CSR practices have received little attention in the academic literature, so far.

However, to be environmental sustainable appears to be more difficult in practice, than in words. It is deemed difficult to achieve because the concept is vague and ambiguous, it is context specific and complex, according to Mallen and Chard (2011).

Even though parts of the literature reflected that the concept of being environmental sustainable was difficult in practice, did this research process show that the football clubs engaging in environmental issues was growing, and that more and more were taking responsibility for their ecological impacts on the environment. Thus, it was interesting to figure out more about the underlying factors that determined the clubs environmental actions.

This research investigated the Norsk ToppFotball clubs and their relations to ES. It tried to look at the factors that were leading the clubs in direction of wanting to execute environmental measures, and the factors that potentially could prevent the clubs from executing environmental measures. Through trying to uncover these factors I had a look at different sources that had impact on the clubs and their managers, and investigated how



factors were interrelated between each other, and in some cases related to the external sources. This summed up the main research question:

Which factors are determining the Norwegian football clubs environmental sustainable position today?

To help answering the main question, some sub-questions were introduced. Good answers to these three questions would hopefully help shed light on the topic and all together contribute to answering the main research question

Football Association of Norway is the governing body of Norwegian Football and performs regulative pressures, guidelines and restrictions over its members. While the environmental consulting company Bergfald Miljørådgivere, works for improving the Norwegian ecological environment and organisations daily operations in regards to the environment (Bergfald n.d.). Bergfald Miljørådgivere was also in the process of certifying Odd Grenland in Tippeligaen, according to Odds website (Odd Grenland 2013). This leads to the first sub-question, related to the institutional external pressure and drivers:

Sub-question 1: Which external actors could make impact on the clubs and their managers to execute environmental measures?

For actions to happen or keep happening, motivation needs to exist. Why do, or keep doing actions, which you maybe do not benefit from, either in the long run or the short run? In my opinion, the fact that ES seemed to be growing in interest among football clubs, it was interesting to find out:

Sub-question 2: Which factors are by the clubs and their managers being perceived as a motivation to execute environmental measures?

The main function and interest for a football club is usually to execute the sport of football and striving for performance on the pitch. I assumed that the football's main interest was not to recycle waste, focus on transport options and such environmental measures. So from the club's perspective, related to the preventing factors:

Sub-question 3: Which factors are by the clubs and their managers being perceived as a challenge to execute environmental measures?

## **2.0 Developing the research framework**

Relevant theory and definitions are presented in this section together with relevant theories that the research is based on. However, to understand the concepts that are concerned in the research it was important to clarify some definitions from the literature.

### **2.1 Definitions**

Each of the definitions is rendered as the literature reviews them and is related to the research topic.

#### **2.1.1 Sustainability**

The World Commission on Environment and Development (1987) define sustainability as “meeting the social and environmental, as well as the economic needs of the present without compromising the ability of future generations to meet their own needs” (p. 43).

The topic of this research is ES, which means that the focus is limited to only the environmental part of the sustainability, leaving the social and economical part behind. That does not mean that economical and social elements may affect the research, thinking that it is not inconceivable that economical sustainability might overshadow the clubs focus on ES, but the emphasis lays on ES for this research. Lindgreen et al. (2009) indicated that ES refers to a company’s use of natural resources and its consequent ecological impact. But Mallen and Chard (2011) conclude that the definition of sport-environmental sustainability needs to be clarified in the academy, which indicate that the topic is not broadly concerned in the literature.

According to Raj and Musgrave (2010) the term sustainability comes from the French verb ”sustenir” which means to support, keep up or maintain something. But it is not just important for events and organisations to stay sustainable, but also to develop, and develop in a sustainable way. Therefor is sustainable development an important aspect. The sustainability and development is based on benefits from easily accessible environmental and social resources, stated Raj and Musgrave (2010).

ES means for the Norwegian football clubs to develop and operate in a sustainable way, taking responsibility for their actions and make no negative impact to the ecological environment, and to even try to improve the ecological environment. And the ES focus and measurements are for organizations a central aspect of the CSR, stated by Jenkins (2012).

### **2.1.2 Corporate Social Responsibility**

CSR was by Mohr, Webb and Harris (2001) defined as the company's commitment to its society to eliminate or at least minimize any harmful effects it has on the society and simultaneously maximizing the long-term beneficial impact to the company itself and the community it operates in. It has been debated if this CSR is an obligation, imposed duty, or just a voluntary action in which each and one may chose to take into account.

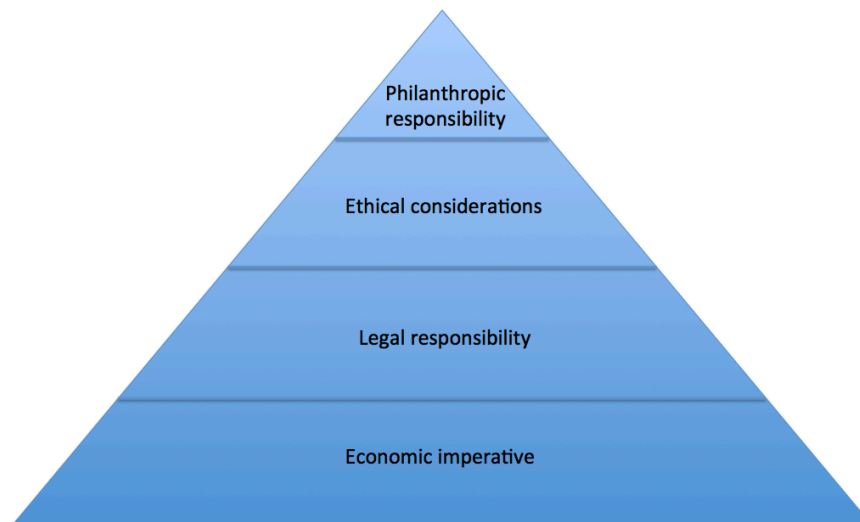
CSR can be viewed as the voluntary integration of social and environmental concerns in companies' operations and in their interaction with their stakeholders and positions businesses within larger society. (Hamil and Morrow 2011, 114)

Hamil and Morrow (2011) views CSR as a voluntary commitment, but it seems like that ignoring the commitment may lead to some consequences, because of the word "responsibility". Ewald (1997, cited in Blumrodt, Desbordes and Bodin 2013, 206) argue that "responsibility itself becomes a form of action, i.e. acting responsibly means thinking about the consequences of ones actions for one and especially for others" (p. 206).

Blumrodt, Desbordes and Bodin (2013) reports that in the literature there is some confusion around the meaning of responsibility, weather it is an obligation or recognized as a commitment. But it goes in the direction of being a voluntary commitment that organizations may choose to take into consideration, and that involves rewards as well as hard work.

The European Commission defines CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" according to Blumrodt, Desbordes and Bodin (2013, 206), which underpins the former definitions.

Carroll (1979: 2004) and Carroll and Buchholtz (2006) distinguishes between four levels of corporate responsibility, and the figure was obtained from Carroll (2004, 116):



**Figure 1: The four levels of responsibility**

Economic imperative is the fundamental level, which means to be profitable and is required by capitalist economics. The football is sinning already on this level, as the football clubs in general are suffering from loads of debts, according to Müller, Lammers and Hovemann (2012). The second level is legal responsibility; the responsibility the clubs have to act as the stakeholders requires them to do, for example the requirements from supporters, general sponsors, the players and the employees. Ethical considerations are acts that global stakeholders expect them to do, and the clubs need to consider. For instance the football as a unit and the nature expect the clubs to act in a fair play spirit, ethical way over their employees, their community and the environment. The final level is philanthropic responsibility that means that stakeholders desire them to take responsibility for their own and others act and its possible consequences. And ES is perceived as related to the ethical considerations and the philanthropic responsibilities.

Finally it is important to note that CSR concerns not only environmental initiatives. In a research of CSR in the Scottish Premier League, Hamil and Morrow (2011) their received information under the following headings: social inclusion/exclusion, youth development-/gender-related activities, charitable activities, education-related activities, health initiatives, supporter-related initiatives, economic/regeneration issues and environmental initiatives. But in this research the CSR is limited to the environmental initiatives.

## 2.2 Literature review

The football clubs relationship with the ecological environment was as stated less concerned in the literature, although it has picked up the recent years, the latest five to ten years in particular. My research builds on this limited theory with the focus on Norwegian football clubs and their ecological environment, and a research framework was build based on this limited academic field. But the framework was also supplemented with literature from related areas, areas of general CSR theory, ES in general businesses, and CSR theory in the sports of football.

### 2.2.1.1 Framework of research

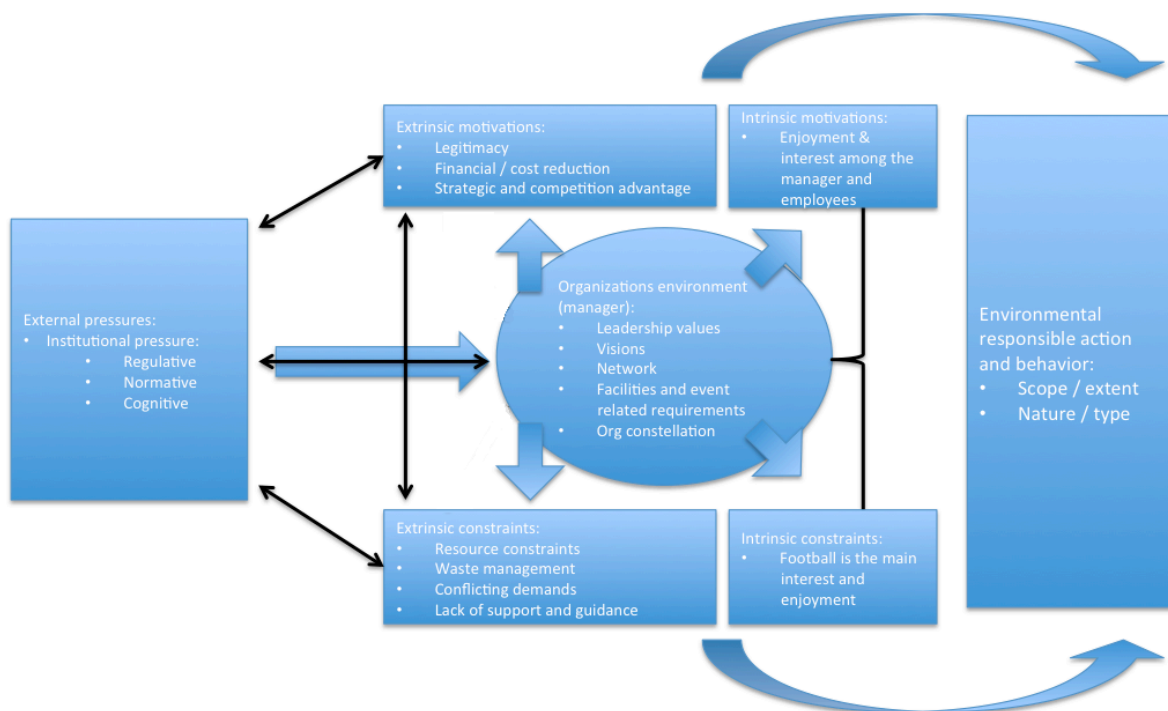


Figure 2: The research framework

The theory framework consists of external actors, extrinsic and intrinsic -motivations and -constraints, and inner environmental factors from the perspective of the manager, which all effects each other and creates a tension between engaging or not engaging in ES, and further determine the organizations environmental action and behaviour. It is a composited model of the literature, trying to explain the reality in a simple and clear way. In the framework, the word “external” is based on my assumption and means there are some actors executing forces on the organisations leading them towards being either positive or negative motivated. “Extrinsic” means there are motivations from the outside of the managers them selves. While “intrinsic” forces are genuine forces coming from the

managers themselves, caused by no other than themselves. If the forces are coming from the managers themselves and act as a preventing force, then these are called intrinsic constraints. But if the forces are acting in an environmental direction, it is called intrinsic motivation.

In this research I perceived the term “intrinsic force” as a force that was determining the power, the direction and duration of actions. And “constrains” was perceived as obstacles that led to prioritizing something else instead of what is the focus, and in this case environmental sustainable measures. The terms “external”, “extrinsic”, “motivation” and “constraints” was in this setting based on my assumptions.

### **2.2.1.2 External actors**

External actors means there are actors from the outside of the managers, clubs or the league, wanting them to either engage or not engage in environmental measures in this case. The pressures executed by these actors are in the literature called institutional pressures, which focuses on the rules and meanings necessary to coordinate economic activities in a field of organizations. But these rules and prescriptions of appropriate behaviour can be seen as myths, and the organizations answers to these myths to signal social fitness and gain legitimacy, which benefits the organization in terms of resources from the environment. Trendafilova, Babiak and Heinze (2013) argue that stakeholders are involved in shaping sports organizations behaviour in this manner, and fits as external actors in this case.

The external pressures on organisations leading to environmental activity is well covered in the literature, from the perspective of the environmental measures in football, CSR in football clubs and sports in general, CSR in other businesses, and environmental measures in other business.

In the context of football clubs, the institutional pressures come primarily from the local environment they share. As a local actor and representative of their local community, each part of the community and the stakeholders in the community would naturally have opinions about and expectations to the clubs. These expectations might take form as regulative institutional pressure, normative pressure and cognitive pressure.

Regulative institutional pressure, means rules and laws enforced by The Association of Norwegian Football, the territorial government or governmental agencies, for instance.

Jenkins (2012) mentions regulations as part of the two groups of pressures that motivates football clubs to engage in ES. In America government regulation is even becoming an important institutional pressure in the greening of professional sport, according to Trendafilova, Babiak and Heinze (2013). Babiak and Wolfe (2009) found in their study that pressure from league regulators and external drivers including stakeholders, were more important determinants of CSR initiatives than internal resource factors.

Normative institutional pressure can come from educational and professional authorities that set standard for 'legitimate' organizational practices, according to Campbell (2007). Campbell (2007) also mentions media as an authority that communicates and reinforces desired and expected practices, also supported by Trendafilova, Babiak and Heinze (2013). Together with the regulative pressure as mentioned earlier, Jenkins (2012) reports that normative pressure like social expectation, pressure from other clubs and industries, is one of the two groups of pressures that motivate football clubs to engage in ES. Hamil and Morrow (2011) reports that normative expectations of executives or stakeholders, and a response to wider social agenda might contribute in making clubs engaging in CSR actions. In Babiak and Wolfe's (2009) paper on major league professional sport in the United States, the eight interviewees mentioned the importance of a key stakeholder like a supporter trust in determining the adoption and focus of CSR activities for sports organizations, according to Hamil and Morrow (2011). This indicates that the external pressure from the supporters on the club/organization seem to have an effect, and might be perceived as a normative pressure. Jenkins (2012) reports that external pressure from customers, corporate partners and stakeholders result in increased engagement in CSR for general businesses. Trendafilova, Babiak and Heinze (2013) also highlighted the regulatory organizations role in pressuring the organizations in the direction of ES, when noting that regulatory organizations, may scrutinize, foster and encourage socially responsible behaviour. Campbell (2007, cited in Trendafilova, Babiak and Heinze 2013, 299) is following up with "imitating other organizations perceived as successful may lead to the adoption of environmental CSR practices". Shared value and meaning around CSR may help to develop and guide behaviour in organizations, through communications and interactions between professional groups, according to Mayer and Rowan (1977, cited in Trendafilova, Babiak and Heinze, 2013, 300). And also the costumers demand for stewardship is a normative force in that it creates legitimacy around engaging in environmental CSR, according to Trendafilova, Babiak and Heinze (2013).

The third institutional pressure, cognitive institutional pressure, seem to be less covered in the literature, as nothing were found. But the third institutional pillar, can be referred to as the assumption that football as a sport is and should be healthy, it should foster fair play, and is a great vehicle for integration. These are assumptions we do not question but take for granted.

The literature supports that these external pressures that is mentioned above result in increased engagement in environmental activities. Barley and Tolbert (1997), and Meyer and Rowan (1977) report that the institutional environments provide general rules of organizing (regulative institutional pressure), and corresponding meaning, values and behaviour (normative pressure), that shapes the organizations.

### **2.2.1.3 The clubs and managers environment**

The clubs and events them selves contains of their own specific environment, structures and characteristics, and the environmental measures needs to be customized to each case, according to Robbins and Page (2012). This also means that all the external pressures will affect the specific organizations and managers in different ways, resulting in different perceived extrinsic motivations and extrinsic constraints. But the manager's characteristics also result in different intrinsic motivations.

In the sports context, Trendafilova, Babiak and Heinze (2013) reports that the owners' goals and values often have a strong effect on CSR activities. And they also state that teams, and organizations in general, seem to recognize the beneficial effects of engaging in CSR activities when the commitment to the environmental CSR has been strong. This indicates that knowledge about environmental activities and CSR activities is contributing to enhanced engagement.

Football clubs characteristics effecting their environmental engagement can be summarized to their knowledge, owner's goals and values, according to the literature (2013). And I believe I can add the manager's network of co-operators, facilities, the manager's available resources and the constellation of the departments under the manager, as characteristics effecting the environmental engagement.

Facilities and plants have different needs in terms of water and maintenance, for instance artificial turf requires more water than natural grass. That makes the conditions different



for several clubs, depending if the clubs owns their stadiums or rent them by the municipality. If they do not own the stadiums them selves, they are then depending on the stakeholders/suppliers to cooperate and supply an environmental friendly product to the manager and the club. As Andersen (2011) states, the facility manager and his department should follow the club manager's visions, and the supplier should then deliver according to these, indicating the importance of the manager's network of co-operators.

As both external pressure, and the clubs and the managers environment had been reviewed, and based on the example that the manager conditions was depending on if the club owns its stadium or rent it by the municipality, it was reasonable to assume that there should be a connection between them for this research case as well. Jenkins (2012) supported this when stating that it is important to work with the suppliers to ensure that they only supply materials that can be recycled. This connection builds the basis of the first proposition.

#### **2.2.1.4 Extrinsic motivations**

Extrinsic motivation means motivation to perform and further obtain an outcome, or in the fear of punishment, independent whether the activity is enjoyable or not, and the motivation comes from the outside of the individual, states Sicsic, Le Valliant and Franc (2012). Rewards are typical extrinsic motivators leading to wanted behaviour, while punishment follows from misbehaviour. For football clubs and managers the victory it self can be perceived as extrinsic motivation, which means that the football business in general can be perceived as being dominated by extrinsic motivation. Results seem to be everything in professional football clubs.

As stated in the section of external pressures, Babiak and Trendafilova (2011, cited in Jenkins, 2012, n.p) argues that environmental practices in professional sport are driven by two important considerations, and the second consideration is that it might provide strategic or competitive advantages and legitimacy.

Robbins and Page (2012) write that corporations can use "live green" strategies as a competitive advantage and receive government support for utilizing them. This means that the advantages and the support operate as external motivation for the managers to execute environmental strategies. Jenkins (2012) also revealed that image enhancement would be a strategic motivation for the managers, in regards of best practices.

Hamil and Morrow (2011) reports that potential economic benefits might motivate clubs and managers in the direction of engaging in CSR actions. And it remains to find out if it is the case also for this research case. And Jenkins (2012) states that clubs acknowledge that environmental strategies has numerous benefits, which indicate unspecified factors that could act as extrinsic motivation for managers in this case.

Both external pressures and external motivations have been looked at this far. And because of Jenkins (2012) statements that regulations motivates football clubs to engage in ES, and that social expectation and pressure from other clubs and industries motivate clubs to engage, one might think there should be a connection between the boxes, also for this research case. This builds the basis of the second proposition in this research framework. And it could also be intriguing to find out which types of external pressure that possibly could lead to different types of external motivations.

#### **2.2.1.4.1 Extrinsic constraints**

Jenkins (2012) concludes that there are four main barriers to the implementation of ES at football clubs.

The first and one of the mayor barriers was resource constraints. The financial instability and the need to constantly prove that there is a short-term financial pay back from environmental measures makes it difficult for clubs to engage in ES. Time constraints on employees were also a factor, in terms of short contracts on employees and managers responsible for environmental matters. In Jenkins (2012) research the larger clubs had more support and budgets to implement environmental measures, while the mid-clubs were more restrictive and subject to financial constraints on their capacity. Hamil and Morrow (2011) supports this, by stating that it is likely that size, in term of turnover or number of employees, may influence the motivation and the opportunity CSR activities and ES, and therefore also executing these types of activities.

The second barrier is waste management issue, in terms of the difficulty to educating fans to recycle waste and such during matches. Another issue was to ensure that suppliers supply the clubs with recyclable and biodegradable supplies as cups and bottles.

The third barrier was conflicting demands, and balancing numerous demands. For instance the conflict between stadium usage and expectation and the imperative to save energy and not be wasteful. Or the conflict with other departments within the club it self, because the

environmental imperatives do not fit with the other departments needs. Or to effectively operate two separate businesses, like the stadium and its conferencing facilities, and then match days. These two businesses require very different planning with regards to for instance waste management. Moreover, the Scottish club Falkirk expressed that sporting crisis could overshadow and steal focus from environmental focus and other CSR measures, in interviews with Hamil and Morrow (2011). This indicates that external motivation in terms of winning and performance results on the pitch might overshadow the focus on the environment and CSR, and becomes an extrinsic barrier. Jenkins (2012) also supports that constraints connected to ES measures may be because the fear that on pitch or commercial performance would be affected, which in my opinion be included under the topic “conflicting demands”. Blumrodt, Desbordes and Bodin (2013) reports the similar in their study of two French football clubs connected to CSR, when stating that clubs are seemingly blinded by the sole criterion of the quality of their primary product, the competition on the playing field.

The forth and last barrier was the lack of support and guidance. Jenkins (2012) found almost no evidence that the clubs received any support or guidance on environmental issues from the The FA and Premier League, which are the English footballs governing bodies. Support from other organizations was also lacking in his study. Some clubs received patchy support and guidance from local organizations and councils.

The theoretical connection between the external pressure and the perceived external constraints by the managers and their clubs remained now to be investigated through the perspective of the interviewees, as the two boxes had been looked at through the literature. One might assume there was a connection because the lack of support and guidance from external actors might be perceived as a constraint for managers according to the literature. Thus was the third proposition the connection between the external actors and potential perceived external constraints. And I assumed that different external pressures lead to different extrinsic constraints.

The fourth proposition concerned the connection between external motivation and external constraints that remained to be reflected through the perspective of the interviewees, and to be compared with the theory. I assumed there to be a connection based on Hamil and Morrows (2011) statement that there are potential economic benefits regarding ES, compared to Jenkins (2012) statement that economic instability is one of the major

constraints. Which means that I assume that, for instance, each club's current financial situation (managers' precondition) is determining how the managers perceive it certain pressures.

#### **2.2.1.5 Intrinsic driving forces**

Radel et al. (2014) states that intrinsic motivation means motivation driven by the natural interest or enjoyment that comes with the activity, and exist within the individual. Within the context of football clubs and environmental activities, this means that there must be some natural interest in ES within the clubs themselves, preferably from the managers. Managers who are intrinsically motivated are more likely to engage in the activities and work to improve skills, and capabilities. And in the framework the degree of environmental interest within the manager will result in intrinsic driving force, called intrinsic motivation if the manager is interested, and called intrinsic constraint if the manager is not interested.

There were scarcities in the literature about intrinsic motivation in regards of ES and sports. During the literature search there were found intrinsic factors that could result in intrinsic motivation for ES in football clubs, but none that actually do lead clubs in the positive directions.

The literature tells little about the intrinsic constraints. But for football clubs and managers, the obvious is that they prefer and desire to conduct football specific activities, which probably are the reasons why they are doing it. Moreover, the literature does not say that the employees or managers might dislike engaging in environmental activities. But to get employees that genuinely engage in environmental activities and have it as their primary task in the organisation, it requires economical resources and facilities, which in the previous section were mentioned as one of the main constraints for football clubs to engage in environmental measures.

The last proposition to be investigated through the interviews was the connection between the managers and the intrinsic motivation/constraints. The definition stated, the intrinsic motivation come from the individual itself, and no one else. This provided the basis for the fifth proposition, that there should be a connection between the intrinsic motivation/constraint and the managers' interest.

To sum up this model, a statement from Trendafilova, Babiak and Heinze's (2013, 310) research on why professional sport is greening the playing field is well suited:

Although all teams and leagues are subject to the institutional forces in the environment and thus engage with this form of CSR in some capacity, there are variations in the extent to which sport organizations embrace and adopt environmental CSR practices. We suggest that variation in teams' environmental activities may be due to both constraints (e.g., time, money, knowledge, etc.) and enablers (e.g., leadership values, vision, and networks).

### 2.2.2 Model for CSR adoption in professional sport

Underneath is a model for CSR adoption in professional sport. It illustrates the institutional forces in professional sport, in the sports area of The United States, as well as constraints that may limit the adoption for some organizations. And the model works as a support and proposition for the development of the theory framework. This model was presented in Trendafilova, Babiak and Heinze's (2013, 310) research of professional sports and environmental engagement in terms of CSR.

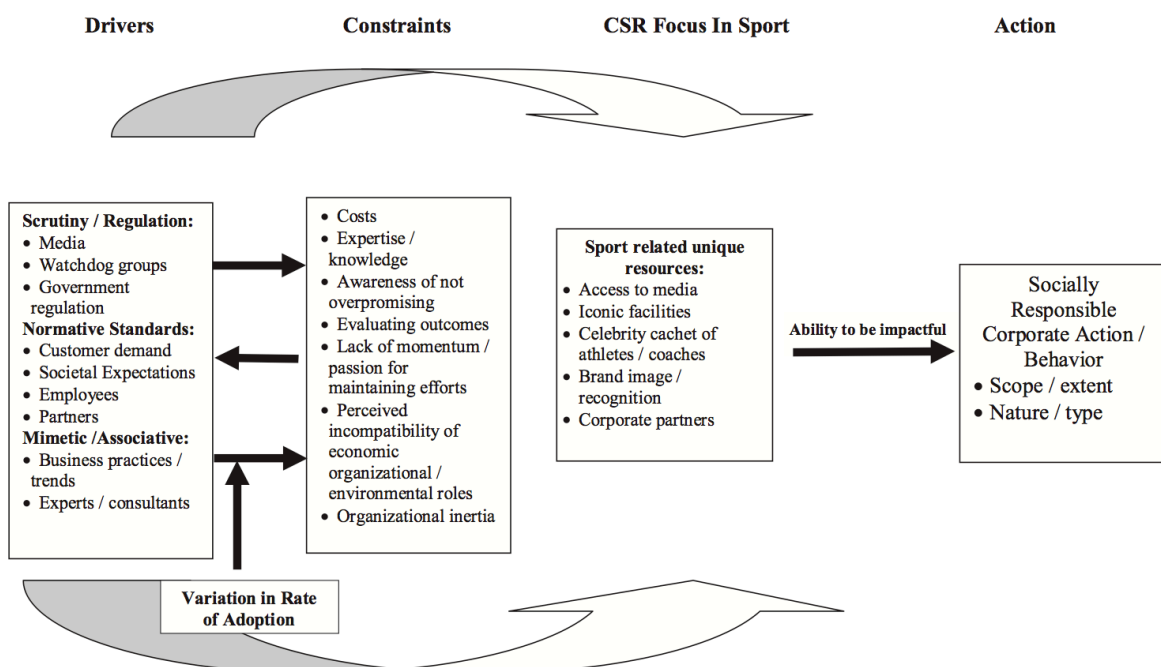


Figure 3: A model for CSR adoption in professional sport

For environmental behaviour to happen, there must be something that draws, pushes or drives the clubs towards environmental behaviour. In this theory these are called drivers and are divided into the three components; scrutiny/regulation, normative standards and mimetic/associative.

Media, watch dogs and government regulation are groups that might scrutinize and regulate the sport and lead them in the environmental direction. As stated by Campbell (2007, cited in Trendafilova, Babiak and Heinze 2013, 300) media as an authority communicates and reinforces desired and expected practices, which also Trendafilova, Babiak and Heinze (2013) supports. And they (2013) also mention that government regulation is even becoming an important institutional pressure in the greening of professional sport.

Normative standard can exist in form of customer demands, social expectations, and demands from employees and partners. Demands and expectations from customers, corporate partners and stakeholders result in increasing engagement in CSR for general businesses, according to Jenkins (2012), and his research of football and environmental CSR. The society might also expect social engagement from the clubs, for instance in terms of social gatherings, youth arrangements and education. But employees working in the specific club/organization might also have expectations towards the club, not unexpected because the club represent the employees and opposite.

As stated earlier by Trendafilova, Babiak and Heinze (2013), copying other organizations that is seen as successful may lead to adoption of environmental CSR practices, and this represent the mimetic/associative component of the clubs drivers.

On the other hand, we have the constraints, preventing the clubs from engaging in environmental CSR practices, where the first constraint is the cost element, which in the previous model already is expressed as maybe the main barrier for clubs to engage in such practices. This cost constraint contributes to make the CSR perspective different in sports than other businesses, according to Babiak and Wolfe (2009), when the lack of funding and financial instability is the main preventing factor on development of ES strategies. The next constraint, expertise and knowledge, is mentioned as a club characteristic in the previous model, but in this theory it figures as a constraint if there is a lack of knowledge.

Of course it is no constraint if the knowledge is obtained with the assumption that environmental practices benefits the clubs engaging in it. But to overemphasis on environmental/sustainable issues might result in negative perceptions from the other stakeholders and investors, according to Bird et al. (2007) in Trendafilova, Babiak and Heinze's (2013) research of ES in professional sport. It is difficult for the clubs to maintain the momentum, passion and efforts, when there is a lack of environmental sustainable programmes, according to Babiak and Wolfe (2009). And perceived incompatibility of economic and organizational roles, and organizational inertia are also preventing clubs from engaging in environmental practices.

These two tensions, the drivers and constraints vary depending on clubs and environmental surroundings. Together they generate the specific clubs motivation and socially responsible corporate behaviour. But the drivers and the constraints operate in a business territory of sports, which has their own sports related unique resources, which distinguishes CSR practices for sports businesses from general businesses, supported by Babiak and Wolfe (2009), Smith and Westerbeek (2007), and Walker and Kent (2009) through Trendafilova, Babiak and Heinze (2013).

Sports has a unique connection to the media, where the media supply sports with an additional platform to expose their product/entertainment, while the sports offers the media content and a story to sell further. Each club also has its own iconic facility, as well as popular athletes and coaches in which engages supporters and fans, and all together make up the clubs own brand image that attract more fans and potential employees, according to Trendafilova, Babiak and Heinze (2013). And this unique position and mechanisms of sports also positions them in a unique relationship with corporate partners. Such unique characteristics positions football clubs to act as vehicles to deliver CSR, according to Hamil and Morrow (2011, 143), and their study of CSR in the Scottish Premier League.

The club specific drivers and constraints together with the CSR focus in sports result in each clubs CSR actions and behaviours, in terms of type of activities, the scope, the activities extent and nature.

### 2.2.3 Propositions

To end of the theory chapter, a summary was suitable. The theoretical framework provides an overview and a model that is trying to explain the reality of Norwegian football and ES in a simplified way. But to understand the phenomenon even deeper and being able to examine it in a proper way through interviews with the parties involved it was preferable to look for connections and correlations between the boxes and the points in the model, which could result in deeper meanings and new information. These connections and correlations are indicated with a black line in the model. See figure 2, on page 13. For a deeper understanding and overview of the model and my approach for the reader, the propositions presented earlier are presented in the following.

The first proposition was *external pressure and extrinsic motivation*. The proposition told that regulative and normative pressure from external institutions result in extrinsic motivation among managers. It also says that different types of external pressure result in different types of extrinsic motivation.

The second was *external pressure and manager environment*. External pressures make impact on the manager's preconditions to execute environmental measures. And different external actors impact the manager's preconditions.

*External pressure and extrinsic constraints* was the third proposition. Regulative and normative pressures can be perceived as a constraint/obstacle for managers. And managers perceive different types of obstacles when being exposed to different external pressures.

The next and fourth proposition was *extrinsic motivation and extrinsic constraints*. An extrinsic motivational factor for one manager could be perceived as an extrinsic constraint for another given the same external pressure.

*Manager's environment and intrinsic motivation/constraint* was the last proposition. The manager's interests determine the manager's intrinsic motivation.



### **3.0 Methodology**

Through the methodology chapter it is described how the data was collected, for what reason it was collected as it was, with which perspective, and how the data was interpreted. Step by step the perspective of the data sampling, the data type, the sample and the collection process, reflection of the data's trustworthiness, and ethics together with limitations is reviewed in this chapter.

#### **3.1.1 Research design**

After determining the specification of the research question it was time to determine the research design that best suited the concrete research question. In my research I examine many variables through a narrow selection, which leads to what Jacobsen (2005) called intensive research. This research took form as an intensive design when interviewing the representatives of the external institutions and the clubs/managers. The intensive design was to prefer because I wanted to examine many variables and bring out many nuances and details, whereas I went a bit more in width with a relatively narrow sample. The design was suitable because this research attempted to achieve an as comprehensive understanding as possible of the relationship between the selected samples and the context of environmental sustainability in Norwegian Football. The approach increased the theoretical generalization, which means it was increasing the possibility that the theory and data collected represented how the reality looked like, out of the narrow sample.

The next choice was to settle if the research question was explanatory or/and descriptive, and the choice of design affected the study's validity and reliability. This research acted in that way that it wanted to describe the complex phenomenon, and tell how concepts were interrelated, which Jacobsen (2005) called a descriptive research design. The descriptive design can take four forms, but this study was a cross-section study because it did not study a phenomenon over time, which the other variants do. And the cross-section studies describe the situation in a given point in time, which was the case for this research, when trying to describe the current situation during the research period.

Through interviewing the interviewees I gathered information in a qualitative way, through words. The advantage of this method was that it increased my opportunity to gather new information. It emphasised on closeness leading to a greater understanding of other peoples understanding of the reality. This might have resulted in additional data and information to the theory developed through the literature review, validating or

invalidating academic information, or changing the predetermined theories and propositions and expectations.

### **3.1.2 Abductive approach**

The research started with a real life observation that was interesting, and led me in the direction of figuring out more about it. I went into the literature and tried to gather relevant theory and knowledge that could explain the reality, and some propositions about my research framework were made. Through the interviews I went into the real life again, and tested my propositions and gathered new information, which further was compared to my advanced gathered literature, which in turn resulted in adjustments and development of my theoretical understanding. This approach going back and forth, and developing the knowledge on the topic, can be called abductive approach, according to Leedy and Ormrod (2013). Through this approach I was intentionally thinking actively about the phenomenon, looking for new information that could explain the reality the best way, always seeking for information that could describe the reality even better.

### **3.1.3 Framework**

Through the theory chapter and the literature review, a new theory was developed, as mentioned. The phenomenon of football related to ES was relatively fresh to me in the beginning, resulting in an open minded starting position. But any personal expectations were inevitable, because I had certain experience and observations, which made me start reflecting even before gathering the information from the literature.

The development of the theory framework was based on the advanced assumptions and the information gathered during the literature review. The process was a development of a theory through creating some situation-specific but rigorous models of limited complexity. A few key variables were isolated and the interactions between them was further examined in depth. The content in each of the boxes in the framework could be filled with different content depending on the interviewees and their perspective in this research case, but the content in the boxes could also vary compared to other leagues, countries and continents. Porter (1991) calls this approach of theory building, for framework approach, and this variation of the content is the essence of the framework approach. And the theory development was a framework approach as the purpose was not to range the connections between the boxes from the most important to the least important, as in the model approach.

### 3.2 Sample

Interview number	Name	Representing	Position	Date	How
Pre-test interview guide	Anonymous	Anonymous	Anonymous	April 2 <sup>nd</sup>	In person
1	Einar Håndlykken	Odds Ballklubb	General manager	April 8 <sup>th</sup>	Telephone
2	Rune Nordhaug	The Association of Norwegian Football	Field manager of club licence	April 9 <sup>th</sup>	Telephone
3	Tone Skau Jonassen	Bergfald Miljørådgivere	Ecological consultant	April 9 <sup>th</sup>	Telephone
4	Hans Hansen	Club in the 1 <sup>st</sup> division	General manager	April 11 <sup>th</sup>	In person
5	Tom Idar Teigen	Sogndal Fotball	Property Manager	April 24 <sup>th</sup>	Telephone

Table 1: Interview table

On the basis of Jenkins (2012) and Babiak and Wolfe (2009) statements that league regulators are important drivers for ES and CSR initiatives, it were desirable to interview The Association of Norwegian Football, representing the regulative perspective of external actors. I was able to get in contact with The Association, and Rune Nordhaug represented The Association in this research. Rune Nordhaug's field of specialty was not ES, but club licencing. In absence of more qualified persons within The Association of Norwegian Football on the topic of ES, Rune stood up and participated with his preconceptions and answered as good as he could. Rune even contributed with valued insight regardless of his position and lack of experience in the field of environmental sustainability.

For the normative perspective of external actors it was desirable to interview Bergfald Miljørådgivere, as they were supposed to have knowledge and experience in the topic. I came in contact with Tone Skau Jonassen, and she volunteered to represent Bergfald's perspective for this thesis.

For the reason that already two interviews were selected from the perspective of the external pressure, and for the reason of resource limitations, the number of clubs to interview was limited to three clubs. And as Norsk ToppFotball contains both of the two top divisions, I desired to interview clubs from both of the leagues.

During the research it turned out that Odds Ballklubb was an environmental engaged club in Tippeligaen, which desired to become environmental certified (Odd Grenland 2013). That is why Odds Ballklubb and their director, Einar Håndlykken, was an obvious choice of manager to interview.

The last two clubs were randomly picked, one from Tippeligaen and one from the 1<sup>st</sup> division, excluding Tromsø, Alta and Bodø / Glimt from the list because of long distance travels and traveling expenses. Molde Footballklubb was also excluded from the list because I have connections to the club from previous jobs. The club representing the 1<sup>st</sup> division chose to be anonymous and their manager was named Hans Hansen for simplicity further on. The manager wanted himself and his club to participate anonymously, and did not want the interview to be recorded. This was no problem, as I was allowed to take notes during the interview and the guideline was used in the same way as with the other participants.

Sogndal was picked as the last representative club for Tippeligaen, and their property manager Tom Idar Teigen participated on behalf of them. But it must be mentioned that several clubs did not answer, or had time or opportunity to participate, when trying to contact some of the bigger clubs.

### **3.2.1 Interview guideline**

An interview is a conversation between the interviewer and the respondent where the content is barely settled in advance, according to Jacobsen (2005). Without any guidelines it would be difficult for me to guide the conversations in preferred directions to shed light on desired aspects. For being able to gain an optimal quality of the information produced during the interviews, a semi-structured guideline was created, to guide the interviewees to

the topics that was desired to highlight, and for being able to answer the research question. I tried to introduce broad questions that opened up for new information and reflected the perspective of the interviewees in a good way. Introducing broader questions opened up for new information for me, and let the interviewees reflect and focus on aspects that were important in their opinion. A few “safety questions” were included in case the interviewees should misinterpret the broader questions, securing that important aspects of the topics were covered. Leedy and Ormrod (2013) mentioned this as important abilities for the semi-structured interviews. And the semi-structured interview also opened up opportunities to ask different questions where they were most suited during the interview process. I made three guidelines, one for The Association of Norwegian Football, one for Bergfald Miljørådgivere, and one for the three clubs. See attachment 2, on page 87.

### **3.2.2 The interview process**

The interviews were conducted throughout a two-week period, from eighth of April to 24<sup>th</sup> of April, with the Easter Holiday from 12<sup>th</sup> of April to 21<sup>st</sup> of April, making the period a little longer. I preferred to conduct the interviews in person by visiting the different participants to ease the communications process, but several preferred telephone, Skype or mail due to time limitations in a hectic period. The timing of the interviews was unfortunate, making me lucky to even getting the participants to participate in such a situation, as the national leagues were just starting in the period of the interviews. A testing interview were conducted second of April, in person with a manager of one of the clubs in Oddsenligaen, which in Norway is the second division. Table 1 on page 27 shows the overview of the interviews conducted.

### **3.2.3 Content analysis**

When the interviews were conducted, the information gathered needed to be analysed. The purpose of the analysis was to gain important information out of the interviews, because during the interviews a numberless amount of information was transmitted in my direction. For me to be able to consume and understand as much of the information as possible, I thought it would be wise to structure the information in a clear way as possible. Leedy and Ormrod (2013) presented typical steps for how this structuring use to be done. The first thing I did was to identify the material to be analysed, namely four transcribed interviews into words and one interview of keywords. This corresponds to their first point, to identify the material. The interviews were transcribed into words for being ready for analysis, and further translated to English as precise and verbatim as possible without losing the

statements meaning related to its context. I further coded different characteristics that were going to be examined, and the characteristics were external actors, extrinsic motivation, extrinsic constraints, intrinsic motivation and intrinsic constraints and factors related to the managers preconditions. This relates to point two in Leedy and Ormrod's (2013) method of content analysis. The next I did was to break the material down into smaller items, similar topics that were analysed separately. I structured it according to the interview guide where connections between these characteristics were in focus. So I gathered all the statements to common topics/questions in the interview guide, focusing on each of these connections between the characteristics. This division of the material corresponded to Leedy and Ormrod's (2013) third point. Then I could start scrutinize the material for characteristics that were connected to each other, which is similar to the fourth and last point in the method. I even made one more step. I went through the materials again, but this time to look for single characteristics that could have been connected to other characteristics, but that were not supported to be connected during the interviews, only mentioned.

### ***3.3 Reliability, validity and trustworthiness***

As the research design and the research sample, and how the data was collected and structured had been presented, I was able to reflect of the research's validity, trustworthiness and reliability. The reliability and validity of the research framework was to be highlighted first because it was the first of those to be presented in this thesis.

#### **3.3.1 Reliability and validity of the theoretical data**

The information gathered from the literature needed to fulfil two requirements; reliability and validity, according to Dalland (2007). The two requirements were kept in mind during the literature search. But the scarcities of literature on the subject forced me to loosen up on the criteria, but simultaneous being more critical aware.

The requirement of validity means that the information need to be relevant for the research question. The data had to contribute to substantiate the research question. The literature research contains mainly from research articles and other written documents found on the clubs websites, which was categorised in the qualitative secondary research category. The scarcities of the topic of ES and football clubs might have led to less relevant information, and that the possibility rises that the collected data was meant for a totally different contexts than this research context. For that reason it was important to be critical to the

data collected, and take precautions. For instance to collect data about ES through the concept of CSR might be dangerous in this case, and ES for football clubs in the context of other businesses and other sports than football, might be dangerous.

The classic theoretical framework of CSR seems only partially applicable in sports case since shareholders expectations are different from those compared to businesses in general. (Blumrodt, Desbordes and Bodin 2013, 208)

Even if the theoretical framework of CSR seemed only partially applicable, part of this research was to find out more about these pitfalls. Some pitfalls might also exist as the framework also was based on literature covering different cultures within the same academic field. It was for instance reasonable to assume that the British Premier League have a different culture than the Norwegian Tippeligaen. Thus, the theoretical framework was based on data from different contexts, and it was part of the research to find out if the data from these different contexts could contribute to explaining the reality and answer the research question.

How old the sources were did also affect the validity, meaning that the mechanism connected to a selected phenomenon may have changed since the publication of the source. But most of the sources used in this research were from the first decade of the 2000's. Some sources were from as late as 60's to 90's, but these were primarily definitions that also were supported and cited in later articles. This framework was primarily based on scientific articles, contributing with recently obtained knowledge in the field of sports and ES.

The use of ES literature from other businesses might be supported as Yang and Sonmez (2005) states that professional football clubs are hardly different than any multi-national, medium-sized company. And the clubs consist of intangible, tangible and financial assets that are professionally managed and marketed. And Branston et al. (1999) further emphasised that based on the latter, football modern management and governance should not be treated different to other production or service activities. I chose for that reason to include literature from different perspectives.

The other requirement was reliability that meant that the literature I referred to needed to be collected in a reliable way, meaning there have been no inaccuracies. One pitfall for secondary data collected by the main researcher through interviews might be the

communication process, and questions that might have been misunderstood. Whether the data in the literature lacked reliability was difficult to reveal as the researcher did not state it in the text, and I found no indications for such in this case.

### **3.3.2 Validity and trustworthiness of research findings**

The interview process was the second phase during the research thesis that data were gathered, and these data needed to comply with certain requirements, such as the data gathered from the literature. Now I was able to reflect the research's validity, trustworthiness and reliability.

Validity, in qualitative research, refers to whether the findings of a study are true and certain—"true" in the sense that research findings accurately reflect the situation, and "certain" in the sense that research findings are supported by the evidence. Triangulation is a method used by qualitative researchers to check and establish validity in their studies by analysing a research question from multiple perspectives. (Guion, Diehl and McDonald 2011, 1)

The validity of the research findings, whether the findings are true and certain, as Guidon, Diehl and MacDonald (2011) are referring to, was affected by the fact that only three clubs out of 32 were interviewed. There were actually only two managers of football clubs who were interviewed, as Tom Idar Teigen were the property manager of Sogndal. Even though he brought in a new perspective of facility management. Interviewing more clubs and managers would certainly have improved the generalization, and emphasized its validity. Also the fact that most of the interviews were conducted over phone provided shortcomings. Phone interviews weakens the communication process, eliminates body language and the sense of sight to receive important information from the interviewees, compared to interviews conducted face to face. This might have prevented me from understanding the true meaning and significance of what was communicated.

The term trustworthiness has also been used in the literature to describe the validity for qualitative researches according to Graneheim and Lundman (2004). Interviewing representative persons, with various experience and perspective, regarding this research and the focus on ES in Norsk ToppFotball clubs, helped ensuring the credibility of the research, which was one of the concepts to describe trustworthiness. For instance the interview with Tom Idar Teigen brought in a new perspective and ensured the credibility



of the research. The data gathered through the interviews were not likely to change drastically over time during the research period, which increased the dependability concept that also helped describe the trustworthiness. The final concept was transferability, which means that the degree the data of this research could be transferred to other settings, other leagues and countries. But this research focused on the Norwegian clubs and its environment, which makes it harder to generalize and transfer to other settings that might have other characteristics. However, that does not mean that it is impossible.

As mentioned earlier, triangulation is a tool for checking and establishing the validity. This research contains of two triangulations, the triangulation of interview data with secondary data sources, and the data triangulation.

The first type of triangulation occurs during the findings when comparing the data collected from the different interviewees, which Guion, Diehl and McDonald (2011) calls data triangulation. The comparison was beneficial because it could reveal “areas of agreement as well as areas of divergence” (Guion, Diehl and McDonald 2011, 1). Consistencies would enhance the data’s validity, while instances of inconsistencies should not be seen as weakening the data, but should be seen as an opportunity to find new and deeper meaning in the data, new details and nuances, and deeper my understanding.

The triangulation of interviews was another kind of triangulation:

The triangulation of interview data with secondary data sources offers a richer understanding of cognition and discourse through analyses of text and respondent viewpoints and is an important aspect in order to enhance the breadth and depth of the findings. (Denzin 1970, cited in Jenkins 2012, 9)

The data collected through the interviews was compared with the information presented in the literature and its corresponding propositions. And this comparison took place during the analysis. My wish was that the comparison would offer a richer understanding of the findings and make me reflect deeper and broader to learn more. Some of the findings could supplement the literature in cases where the literature was limited, and oppositely it could also enhance the existing literature. The tool of triangulation helped me reflect and seek out new meanings behind the results.

### **3.4 Ethics**

The data for this research was collected through face-to-face interviews and cell phone interviews. When conducting the research and dealing with humans, I touched upon many moral and ethical dilemmas. Especially when conducting the interviews, certain elements of ethics needed to be handled and the consideration of the ethics was a continuous process through the whole research, as Jacobsen (2005) states is important.

Establishing contact and scheduling interviews with the interviewees introduced the first of the fundamental requirements of Jacobsen (2005), namely informed approval. That meant that the interviewees had to choose themselves whether they would participate or not, and the participation had to be voluntarily. Their decision were based on the information about the interview's purpose and focus offered through mail. Whether they fully understood the information was hard to predict. But as four of the clubs rejected the offer due to other priorities with the national league's kick off, shows that the request were not too cogent.

The second criteria was the requirements of privacy (Jacobsen 2005). The research did not focus on the interviewees in particular, and the topics were not perceived as too offensive for them either. And the interviewees were free to participate anonymously if they wanted, an elementary consideration the interviewees had to make during the decision of participation.

The third and final criteria were the right to be accurately repeated, an issue I touched upon during the findings, the analysis and the conclusion. Which means that I strived to repeat their statements in the same context as it was given, to ensure the true meaning behind the data. The recordings of the interviews helped me comply with the criteria. And the recorded interviews were deleted afterwards to avoid abuse.

### **3.5 Limitations**

This study contained some so-called delimitation, which in the theory was defined as boundaries of the study that limits the scope, according to Simon (2011). The theoretical framework investigates the ES in Norsk ToppFotball through the clubs, and external pressure in terms of regulative and normative pressure. But the interviews only highlighted the framework from the perspective of the clubs, the regulative pressure in terms of The Norwegian Association of Football, and part of the normative pressure through Bergfald Miljørådgivere that is an environmental consulting company. The delimitation existed in absence of the normative pressure in perspective of the fans, sponsors and for instance the

media and other interest groups. Time and resource limitations were the cause of this delimitation.

This led to some of the shortcuts to this research that needed to be taken into consideration through the research process. As earlier mentioned, only three clubs were interviewed even if five to six clubs were preferable. This was also due to time and resource limitations, similar to the delimitations. The timing of the interviews were unfortunate, because the interviews were conducted during the clubs most hectic period of the season, the starting period of the national league, something that was reflected when asking the clubs for participating. Some clubs did not have time to participate while others only had time for phone interviews. Also the phone interviews introduced shortcomings compared to interviews face to face, and appears as a clear shortcoming to this research. I tried to be very flexible for traveling to their locations when it suited the managers, but most of them preferred phone interview. The testing interview was also conducted in person, while four of the five interviews were conducted over telephone, which made the communication a little difficult and different from the testing interview.

## 4.0 Findings

Through the findings I looked at the interviews conducted in a systematic manner, a systematic manner that allowed me to be able to extract as good information as possible related to the topics that was investigated. The findings are the basis of the analysis that further was going to answer the research question(s).

It was suitable to start with the propositions in the framework, and to have a look at how these were reflected through the perspective of the interviewees.

### 4.1 Findings regarding preconditions

The intention of the connection between the *external actors and the extrinsic motivations* was to check how external actors, external to the perspective of the managers and their clubs, and their driving forces could motivate the managers and their clubs to increase their environmental focus.

There could be several external actors that might motivate the clubs in different ways but Einar (Interview 1) and Odds Ballklubb pointed out one example through stating that they “have for example been able to bring in sponsor money based on our environmental profile”. Bergfald Miljørådgivere supported the link between external actors and external motivations, and the example with the sponsors and external motivation in terms of money. This based on Jonassen’s (Interview 3) statement that “sponsors can by, well, they can require certain environmental standards for them to invest or support them, right? They can go in with a higher sum, yes”.

The Association of Norwegian Football came up with another example of how external actors could motivate clubs resulting in an external motivation, and in terms of legitimacy and themselves as an actor:

NFF is the overriding body for football clubs, so to the extent The Association of Norwegian Football decides to go in any directions, and it applies not only in the field you are looking at, but also other fields, so will it have an impact above football clubs, and managers in the football clubs. (...) It depends on the effect they (external actors) do. If you do a regulation, change the rules in some ways, you will get an immediate change. And if you do an ins ... a system where you contribute financially in case they do this and that, it will have a different effect. So it depends on the facility of the way of influence you choose. (Interview 2)

They stated that they are the overriding body for football clubs in Norway, and they have a strong influence over the clubs as their actions will have an impact on the football clubs. And combined with advanced knowledge about NFF and Norwegian football, this indicated that the clubs have to answer The Associations requirements for seeking legitimacy, and the right to be accepted by The Association, and gain certain rights. They also indicated that different actors with different regulations and forces might have different effects regarding motivating the clubs and their managers.

For the managers to perceive the pressure as motivating, it depends on the managers and their clubs conditions. The same way as managers cannot perceive something as extrinsic motivation without impact from external actors. Therefore, the connection between external actors and extrinsic motivation goes via the managers and the clubs. Nordhaug in The Association of Norwegian Football reflected the fact that the clubs characteristics play a role:

They will gain potential improvement regarding the reputation, depending on their initial position, in terms of environmental friendliness and where they are today. (...) based on how they are organized, there is certainly without me being well familiar with it, there is certain possibilities to be cost-effective through facilitating for improved environmental performance, for example, sorting and stuff.  
(Interview 2)

The connection between *external actors and the clubs and their managers*, would reveal if the managers environment was affected by external pressure and are determining the manager's reaction to the external pressure, and optionally why.

Both Einar Håndlykken and Tone Skau Jonassen representing the perspective of the manager and the external actor Bergfald Miljørådgivere reflected the connection between external actors and clubs in a good way. As Jonassen (Interview 3) stated that Skien municipality are contributing to "organise for more environmental friendly transport to the matches (Odds Ballklubb), among other factors, focusing on cycling". But for the case of Bergfald, she stated that they offer their "services, and talk about the benefits through wanting to take climate and environmental concerns". (Interview 3)

Her statements indicated that Bergfald Miljørådgivere offer their services, and knowledge through advises, and thus improves the clubs and managers conditions to exert environmental measures.

From the perspective of Einar Håndlykken, he reflected the same connection in this way:

(...) we could benefit from that (increased environmental focus from external actors) as well, because we do not have all the ideas and expertise our selves. Therefore, there are many areas where we could benefit from assistance. (...) we have environmental tips at our website together with Bergfald's environmental advisors. (Interview 1)

Teigen in Sogndal Fotball also supported that external actors could contribute with money to improve the clubs preconditions, and require a certain standard back from the clubs:

(...) it can either be financially supporting, perhaps with a clause through sponsorships. For instance that they may support, but then they require a certain standard or environmental profile. (Interview 5)

Einar did neither only appreciate the contribution from Bergfald, but also from other externals supplying expertise and funding:

It could be helpful with expertise, kind of packages with measures that are easy to execute. What we really needs is funding. We have many ideas of what we want to do, but we cannot afford to execute them. (Interview 1)

But economic contributions was not the only sort of goods that sponsors could supply, as Einar noted that sponsors as external actors could affect their conditions through services, not only replenishment of capital:

We do not have a lot of money to use, but we are lucky enough to have sponsors that engage in environmental issues, and work with solutions as a part of their business. Then we can work together with them. (Interview 1)

Sogndal and Teigen also reflected the contribution of support and expertise by stating that they are cooperating with other external actors that desire to have a green profile:

(...) we have an energy supplier as one of our general sponsors, and they desire to have a green profile, so I feel that we have good support at the area, and as I said, the college desire to have a green profile, and as they are such a big lessee ... That goes certainly not against any green measures. (Interview 5)

Sogndal Fotball contains of a big property department renting out facilities. And Teigen mentioned a couple of these lessees as external actors affecting the club:

We have the College as one of our biggest lessees, and we want to meet their directives. (...) they have such strict requirements, so there we have a large driving force. (Interview 5)

In addition, Hans Hansen (Interview 4) confirmed the link between external actors and the managers, by stating that it is clearly that increased focus on the area (ES) can affect the club, but also sponsors and other actors can pave the way for improved performance.

The next connection was between the *external actors and their forces perceived as extrinsic constraints* for the managers. I looked at whether the regulative, normative or cognitive pressure could be perceived as a constraint/obstacle for managers. And which types of obstacles managers perceive when being exposed to external pressure, and optionally why.

When external pressure is perceived as extrinsic motivation, the pressure is depending on the managers and his clubs conditions for being perceived as extrinsic constraint.

The managers sponsor network and on-going sponsor agreements were by Jonassen noted as potential preconditions affecting the clubs in the direction of perceiving environmental pressure from external actors as a constraint, given that the agreement is the most economic beneficent and not environmental:

And some of the things making it difficult to change things fast, in regards to consumption in a football club, are the use of jerseys and the sponsor agreements with sportswear suppliers or jersey suppliers, which bind them to the agreement. (Interview 3)

The manager's facilities at hand could also be affecting the manager's perception, and making the manager perceiving certain regulations, external pressures, but also own ideas as a constraint, as Håndlykken state that:

We own parts of our stadium, because externals own the other parts of the stadium. And it affects us for that matter negative, it would be much easier if we could own our stadium ourselves, because now we must ask for permission for some of the things we want to do. (Interview 1)

Resources such as money and personnel could also be determining factor for the manager. Not only when being exposed to external pressure, but also when desiring to achieve something and the force are coming from within, as Håndlykken reflected it:

I mean it can be, because I experience it as a challenge already. We have the desire to achieve something, but we notice that lack of resources is a major challenge for ourselves, both people and money. (Interview 1)

But not only consciously exerted pressure could be perceived as an obstacle, but also absence of guidance, support and sharing of knowledge could be perceived as an obstacle for clubs because of lack of knowledge and expertise in their club:

Yes, I really do (believe that lack of guidance might be perceived as a constraint for clubs). I have been working with such issues for many years, and have experience and expertise, and there were no expertise on the topic in our club before I came in, and I believe it is like that in the other clubs as well. There is no natural expertise in environmental matters in Norwegian football clubs. (Interview 1)

The connection between *extrinsic motivations and extrinsic constraints* was the next to be investigated. So, could an extrinsic motivational factor for one manager be perceived as an extrinsic constraint for another, depending on how they perceived it and their preconditions? Meaning that the same external pressure could be perceived differently for different managers, depending on their preconditions. In regards of this, Nordhaug stated clearly that:

It depends on the starting point of the club, if the club has chosen to have a strong environmental focus, it will be motivating. But if the club has chosen to not focus



on environmental issues, and not have the resources or the opportunities to something, then it might be what you may call “an extra burden”. (Interview 2)

This indicated that the manager’s preconditions are important for the manager’s perception. Something Teigen further mentioned during the interview:

(...) the economy will vary, and you certainly have to prioritize ... and it is probably a little controlled by peoples, depending on who sees the most benefits and not. (Interview 5)

The last connections was the *managers preconditions connected to his intrinsic motivation*. “Intrinsic motivation” was defined by Radel et al. (2014) as motivation driven by the natural interest or enjoyment that comes with the activity, and exist within the individual, unaffected by externals, and therefore it was obvious that intrinsic motivations and intrinsic constraints for the managers in the framework could not be connected to other actors than the managers themselves. And the relationships between the managers and the motivations were reflected as Håndlykken (Interview 1) stated that “ (...) it (ES) is the right thing to do, it is something we all should do, and a responsibility we have”. The statement indicated Håndlykken’s values of leadership, his interest and commitment to the topic of ES, and the motivation coming from within. And this was supported by Jonassen (Interview 3) through stating that “in relation to the football club Odd, it is an essential factor, that Einar is who he is” for the fact that they was becoming Eco-certificated.

But intrinsic driving force is not a predominant factor as Jonassen (Interview 3) further stated “it is possible to be concerned about the environment and environmental issues without having Eco certificate”. The picture is more complex than the intrinsic driving force, supported by Hans Hansen, and Teigen as he stated:

It can affect but it does not have to, because there might be other factors that might prevent the clubs from becoming environmental certificated. So it is difficult to say yes or no. So it will have a certain affect, but if you are a leader with an environmental focus to a great extent, then you will push it harder to get the measures conducted. But there will always be certain reservations that it is possible, (...) (Interview 5)

This meant that there was more factors to it, which needed to be revealed, as the manager stated that the leader's values clearly have an effect. Hence it was not given that a club would be more environmental friendly when its manager had environmental values, because of other preventing factors.

Through the first phase of the analysis it was established connections between the external actors and the extrinsic motivation and extrinsic constraints, between the external actors and the managers and their clubs, a connection between extrinsic motivation and extrinsic constraints, and finally between the managers and intrinsic motivations/constraints.

Towards the next phase the focus was shifted to reveal more factors related to each of the boxes in the framework, and it was suitable to start with external actors.

#### ***4.2 Findings regarding external actors***

As stated earlier in this thesis, *The Association of Norwegian Football* that is shortened with NFF is the governing body in Norwegian football and exerts a regulative impact on the clubs and managers. All the Norwegian football clubs participating in the Norwegian tournaments are subject to NFF, which was reflected in the statement by Rune Nordhaug:

NFF is the overriding body for football clubs, so to the extent The Association of Norwegian Football decides to go in any directions, and it applies not only in the field you are looking at, but also other fields, so will it have an impact above football clubs, and managers in the football clubs. (Interview 2)

But NFF was not the only external actor that could or does exert regulative impact on the clubs and managers:

(...) Norwegian football clubs are subject to Norwegian law just as all others acting in the Norwegian society, so any adjustment of the regulations will also include Norwegian football clubs. (Interview 2)

That means that the clubs are ordered to follow their regulation that concerns the football clubs, like all other actors in the Norwegian society. So for instance stated Nordhaug (Interview 2) that "If you do a regulation, change the rules in some ways, you will get an immediate change" and thus are NFF and the *Norwegian authorities* factors and actors that affect the clubs in this context. Jonassen (Interview 3) also mentioned the authorities as an possible actor by stating that she "do not know if the regulations from the authorities are or

will hit the clubs, but that is something as well”, regarding determinants for footballs environmental status. But clubs could also be affected by external actors, through a different influence, namely normative pressure.

*Spectators and costumers* that want clubs to increase their environmental focus cannot regulate and affect clubs in the same manner as NFF and authorities. Regarding spectators and their expectations and whether they expect the clubs to be environmental friendly, Odds Ballklubb stated:

(...) There are some of them but this group is small, but I experience there are some who appreciate what we do and feel it is important. (...) I perceive it as many thinks it is positive when we say that our ambitions are to become an “environmental friendly” club. (Interview 1)

Bergfald also supported this through the statement:

(...) It is perhaps very few people that expect them (the clubs) to do so, but it is very good when they do it (promote environmental focus). There are some, yes some finds it positive, absolutely. But it all depends on whom you ask in the population. (Interview 3)

Another external group that could exert normative impact on the clubs and the managers was *the sponsors*. The environmental focus from sponsors shall be growing, according to Bergfald. As cited earlier, Jonassen (Interview 3) noticed a green shift among sponsors and investors and people in general that want to spend money on football clubs.

The sponsors might not only put money in the clubs but they could also “provide environmental services at a reduced price”, according to Jonassen (Interview 3), helping the managers and improving their preconditions to execute environmental measures.

The increased focus impact the clubs and managers if they desire to gratify the potential requirements, reflected through Hans Hansen (Interview 4), that said it is clearly that increased focus on the area can affect the clubs, but also sponsors and other actors can pave the way for improved performance.

When the manager and the sponsors see the benefits in the cooperation between them, a synergistic effect occurs, according to Jonassen:

(...) Skagerak, which is a large energy company, they are one of the general sponsors for Odds Ballklubb, and it is positive for Skagerak who seek to promote themselves as an environmental friendly company that they can show that they support a club that takes the environment into account, and which is environmental engaged. So it gives a synergistic effect. (Interview 3)

Håndlykken also reflected this synergistic effect from his perspective through:

Almost everything we do on the area for ecological environment is through cooperation with our sponsors. We do not have a lot of money to use, but we are lucky enough to have sponsors that engage in environmental issues, and work with solutions as a part of their business. Then we can work together with them. (...) That is how we work. All our environmental measures are executed through cooperation with environmental sponsors. (Interview 1)

When cooperation between two parts, the sponsors and the clubs and managers in this case, result in a synergistic effect, this shows the strong impact they have upon each other.

Others that can pave the way for better performance was certainly *Bergfald Miljørådgivere*, which Jonassen reflects:

(...) Bergfald is a company, we are consultants, so what we do is that we send a request and comes with an offer and take contact. And are talking about the advantages of Eco-certification, or other guidance. (...) we are probably one of the forces driving this forward in a positive way. We are proactive in the sense that we are calling, contacting and sending mail about offers. (Interview 3)

She clearly stated that they probably are one of the forces driving the environmental focus forward in a positive way, and in that way clearly stated that they as an external factor are impacting the clubs in this context.

The interviews also indicated another external actor that might have an effect on the managers regarding ES, namely *Norsk ToppFotball*. This came to the light when Nordhaug (Interview 2) stated that the clubs “have a social accounting that they report to their interest groups for the top clubs, NTF”. During the interview with Hans Hansen (Interview 4), he showed a brochure from Norsk ToppFotball about their society

report/accounting, and environmental concerns were included as one of eight topics in that brochure.

As Jonassen (Interview 3) in Bergfald Miljørådgivere stated that Skien *municipality* are contributing to “organise for more environmental friendly transport to the matches (Odds Ballklubb)”, this means that they are contributing somehow. Perhaps with supplies or knowledge, but that is unknown. And the fact that “many clubs are struggling with facilities and stadiums owned by the municipality”, according to Teigen (Interview 5) shows that the municipalities are an external actor who can affect the clubs.

The last actor reflected through the interviews were *lessees*, mentioned by Teigen when he told that their facilities are rented out to external lessees with a green profile as an objective, which in turn affects back at Sogndal who rents the facilities out:

We have the College as one of our biggest lessees, and we want to meet their directives. (...) and as I said, the college desire to have a green profile, and as they are such a big lessee. (Interview 5)

There might be more external actors, but NFF (regulative), the authorities (regulative), spectators (normative), sponsors (normative), Norsk ToppFotball (regulative/normative?), the municipalities (normative/regulative?) lessees (normative) and Bergfald (normative) were reflected through the interviews.

### ***4.3 Findings regarding the club's and manager's environment***

The focus was then moved to the manager and their clubs, looking for manager/club factors playing a role in this context. The clubs manager himself and his *manager interests* has certainly an effect at his club, and the direction his club is taking, well reflected by Håndlykken, which is the general manager of Odds Ballklubb:

I am the manager of the club, both the club and the corporation, so I am the highest administrative leader. Moreover, I am the one who have started the environmental measures we have, kind of an initiator. (Interview 1)

Also Bergfald supports the fact that Einar as the administrative leader plays a central role regarding Odds Ballklubb's environmental measures:

(...) it is possible to be concerned about the environment and environmental issues without having Eco certificate. Moreover, in relation to the football club Odd, it is an essential factor, that Einar is who he is. (Interview 3)

And she further states that as a leader/manager with economic challenges you need to be extra clever and extra committed to find money to conduct environmental measures:

So I believe that because of the economy in football you have to be a little clever and extra committed to know where to get the money from, to be able to conduct you environmental measures. (Interview 3)

Which means that it is sort of depending on the leader's characteristics. (Interview 4) agrees through stating that the leader's values clearly have an effect, but it is not given that a club will be more environmental friendly when its manager has environmental values, because of other preventing factors.

*The manager's* network of co-operators is the next factor reflected through the interviews. As revealed in the analysis of the sponsors as actors, Einar (Interview 1) stated that everything they do is together with their sponsors. But for instance if these sponsors are not the most environmental, but give the best economic benefit, it becomes challenging for clubs to do fast environmental changes, in regards of changing sponsor agreements, which Jonassen pointed out during the interview:

And some of the things making it difficult to change things fast, in regards to consumption in a football club, are the use of jerseys and the sponsor agreements with sports wear suppliers or jersey suppliers, which bind them to the agreement. The agreements might be the one with the best economic benefit, but it might be bad environmentally because of the product. (Interview 3)

This statement underpins that the manager's network of sponsors in some cases could become a constraint for clubs. And it underpins that it certainly play a descent role. But the sponsor network might also work in a positive way, regarding ES, as Teigen told that one of their general sponsors desires a green profile, which might open up for improved performance:

Well, we have an energy supplier as one of our general sponsors, and they desire to have a green profile, so I feel that we have good support at the area, and as I said,

the college desire to have a green profile, and as they are such a big lessee ... That goes certainly not against any green measures. (Interview 5)

Whether the general sponsor with the green profile in their sponsor network are resulting in reputational gain, cost benefits or strategic/competitive advantages, was difficult to conclude around.

The clubs environmental and *reputational position* are club factors affecting the manager's perception of external forces, as Nordhaug (Interview 2) stated that the clubs can "gain potential improvement regarding the reputation, depending on their initial position, in terms of environmental friendliness and where they are today". Meaning that clubs with poorer environmental reputation might perceive a greater motivation for improved reputation, compared to those who already are having a good environmental reputation.

The manager's facilities at hand, *facility status*, comes clearly forward as a factor during the interview with Odds Ballklubb and Einar Håndlykken:

We own parts of our stadium, because externals own the other parts of the stadium. And it affects us for that matter negative, it would be much easier if we could own our stadium ourselves, because now we must ask for permission for some of the things we want to do. (...) As for our part, it had been best to own the stadium ourselves, from an environmental perspective. (Interview 1)

Sogndal and Teigen was in a different situation as they owned the stadium themselves and saw the benefits this gives them, compared to other who do not own their own facilities:

We own our stadium though the corporation and it is the club who is the main owner of the corporation, to make it even more complicated. So we own in principle the facilities, and that is an advantage. I know that many clubs are struggling with facilities and stadiums owned by the municipality, and then you are depending of a third party to cooperate. We are in control of ourselves and will thus more easily adapt to the profile we want. We are the captain of our own ship, to say it that way, and have freer rein than other clubs. (Interview 5)

Hans Hansen (Interview 4) also pointed out the facility status as a factor as the manager stated that the facilities might play a role, but maybe to a lesser extent, because whatever

facilities in hand, it should be possible to increase its environmental focus and do measures tailored to its facilities.

The resources the managers have in hand, *resource status*, also contribute to determine the manager's perception. For instance, as Nordhaug in The Association of Norwegian Football states, if the manager lacks resources, the manager might perceive a requirement as challenge/constraint:

(...) if the club has chosen to not focus on environmental issues, and not have the resources or the opportunities to something, then it might be what you may call "an extra burden". (Interview 2)

Jonassen also reflects this factor as he stated that Odds Ballklubb's economy, they are depending on other economic solutions for being able to conduct the environmental measures, as only relying on today's resource status, would make it difficult for them:

And it is clear that, if Odd were to pay us the money, they had not been able to afford it, and if there were a pot they could apply for, that would contributed to, I believe, could result in that more clubs took the Eco-certification. (...) They are depending on money to conduct their measures. And they get hold of money in various ways. (Interview 3)

Odds Ballklubbs manager, Einar Håndlykken, supports Jonassen as he stated that they are lacking money, and would really need a helping economic hand:

It could be helpful with expertise, kind of packages with measures that are easy to execute. What we really needs is funding. We have many ideas of what we want to do, but we cannot afford to execute them. (...) but what is lacking is the money. (...) I believe it is mostly the money the clubs are lacking, because clubs are always broke. (...) We have the desire to achieve something, but we notice that lack of resources is a major challenge for ourselves, both people and money. (Interview 1)

Teigen also stated that the manager is depending on money and resources to get started with measures and that the economy in clubs will vary:



Yes, the economy will vary (...) Environmental measures can have certain investment needs in the first phase, and then you may earn on it in the long term, so that might be a problem in most cases, to get started with things. (Interview 5)

Hans Hansen (Interview 4) supported the previous statements, when the manager stated that especially time, money and people are resources the manager and their clubs are depending on, and might see as a challenge, regarding implementation of environmental measures.

The next factor was *competence status*. To conduct environmental measure it is conceivable that expertise and knowledge is necessary. And during the interviews it were reflected that increased guidance, knowledge and expertise on the topic, would be appreciated by the clubs, regarding implementation of environmental measures:

(...) we do not have all the ideas and expertise our self. Therefore, there are many areas where we could benefit from assistance. (...) It could be helpful with expertise. (Interview 1)

This statement apparently comes from a perceived lack of expertise among the managers and their clubs today, as he further stated:

There lacks an understanding of the problem in many clubs, or the need of environmental issues. I think it lacks expertise. (...) I have been working with such issues for many years, and have experience and expertise, and there were no expertise on the topic in our club before I came in, and I believe it is like that in the other clubs as well. There is no natural expertise in environmental matters in Norwegian football clubs. (Interview 1)

Jonassen (Interview 3) also supports the statement that expertise might be a scare among the managers and their clubs, as she stated she did “not believe the football clubs are known for their environmental or climate competence”.

The *constellation* and structure of the manager’s club is a factor that might affect football clubs regarding ES, as Håndlykken stated that the investors’ interest and actions, might in some cases work against the organisations interests, but be a helping hand in other occasions:

I think it is given for clubs that are in reality controlled by a corporation, with two heavy investors. It is clearly, then it is being at their mercy, that if they are interested in environmental issues, it can be positive, and if they are not interested, then it might be negative. There are clubs that are in reality investor-driven, and it really matters there. Are you investor controlled and earn your money in oil, then the environment may not be what you want the club to front the most. (Interview 1)

But as emphasised, in some cases it does not affect the clubs regarding ES:

(...) we have the club and the corporation, and the club owns the corporation, so we have no inconsistencies in the structure, in relation to either environmental issues or other things. (Interview 1)

Summed up, the manager's interest and commitment, their network of co-operators, the facilities they have and the resources they have in hand, the competence they have themselves and in their organisation, the current reputation, and their clubs structure/constellation might contribute to determine in which direction the managers perceive and experience external forces regarding ES in their clubs.

#### ***4.4 Findings regarding extrinsic motivations***

The focus was now shifted to extrinsic motivations perceived by the managers, and the first motivation was *legitimacy*. As mentioned earlier, The Association of Norwegian Football and Norwegian authorities have the power to regulate the football clubs, and set standards. This power and impact these two external actors has on the clubs and the managers were reflected through the interviews as Hans Hansen (Interview 4) stated that there is no doubt that one would have had to comply with increased focus and requirements. Background knowledge about the Association of Norwegian Football tells that the clubs have to gratify the regulations to be accepted and allowed participation in the tournaments under the auspices of the Association. Moreover, this query of acceptance is synonymous with legitimacy.

If measures are conducted beyond what is required, they might result in a *competitive and strategic advantage* compared to others. Håndlykken pointed out "strategic and competitive advantage" as a motivation for managers to increase their environmental focus in the club:

I believe that we gain an advantage by getting national sponsors for example, through our environmental strategy. (...) We see it as a competitive advantage that we are alone in Norway regarding environmental commitment in Norwegian football. (Interview 1)

The next factor reflected through the interviews is *financial gain / cost reduction*. The club managers, Jonassen, Nordhaug and Teigen were unison when pointing out economic-gain/cost-reduction as motivations for managers to increase their environmental focus:

(...) But at the same time, you can see that the clubs or other events that take environmental concerns, climate concerns, they can save money, and they can enhance their reputation. (...) Odd have reduced a lot of expenses on changing offices. And I do not believe that they are the only club with tight finances. (...) And by getting the Eco-certification, you can reduce energy costs. (Interview 3)

(...) there is certainly without me being well familiar with it, there is certain possibilities to be cost-effective through facilitating for improved environmental performance, for example, sorting and stuff. (Interview 2)

The easiest tool (motivation tool) in most cases is economy. (...) So I feel that have a good focus at it today, but it is easier to conduct measures if you have the economy to do it. (Interview 5)

Håndlykken even pointed out the economic benefit as number three when ranging the potential motivations for managers to increase the clubs environmental focus:

And the third point, I believe there is a commercial value to it. We have for example been able to bring in sponsor money based on our environmental profile, so that is number three. (Interview 1)

Hans Hansen (Interview 4) stated there would be an economically value in it, with increased attendance, increased commitment and awareness around it. Which might be interpreted that the factor are interconnected, that one would lead to another. Thus the last factor mentioned a lot, were *reputation*. A factor that the clubs would achieve by increasing their environmental focus and implementing environmental measures, when Jonassen (Interview 3) stated, “it will also increase the number of spectators. (...) and they can enhance their reputation”.

Also Nordhaug in The Association of Norwegian Football supported improved reputation as a gain:

But it is clear that in terms of reputation, an environmental focus will always be positive, and environmental focus will also be positive for the environment itself. (...) They (the clubs) will gain potential improvement regarding the reputation, depending on their initial position, in terms of environmental friendliness and where they are today. (Interview 2)

Nordhaug's statement that the clubs will gain potential improvement regarding the reputation, depending on their environmental friendly status today, indicate that the clubs current environmental status is a club factor that determine the degree of how motivated the managers get to improve their reputation and increase their environmental focus.

Håndlykken (Interview 1) in Odds Ballklubb also supports that reputation is a motivation for the managers, as he stated the potential gain "number two is improved reputation", when ranging the potential gains.

Summed up, the extrinsic motivations the clubs reflected during the interviews were legitimacy, strategic and competitive advantages, the economic factor, and finally reputation that in turn may lead to strategic and competitive advantages again, and economic benefits.

#### **4.5 Findings regarding extrinsic constraints**

On the opposite side of the perceptions we have the constraints perceived by the managers. The extrinsic constraint is related to the managers and their clubs characteristics and status, so the statements regarding resource challenges are therefore very similar and related to the statements regarding the resource status for the clubs.

Bergfald and Jonassen indicates that *resources*, first in terms of money might be a challenge for certain clubs, regarding ES:

(...) it is clear that, if Odd were to pay us the money, they had not been able to afford it, and if there were a pot they could apply for, that would contributed to, I believe, could result in that more clubs took the Eco-certification. (...) They are depending on money to conduct their measures. And they get hold of money in various ways. (Interview 3)

Håndlykken in Odds Ballklubb follows up and points directly out funding and resources as a constraint for their club, and he believes that it is the same for the other clubs as well:

What we really need is funding. We have many ideas of what we want to do, but we cannot afford to execute them. (...) but what is lacking is the money. (...) I believe it is mostly the money the clubs are lacking, because clubs are always broke. (...) I experience it as a challenge already. We have the desire to achieve something, but we notice that lack of resources is a major challenge for ourselves, both people and money. (Interview 1)

Sogndal and Teigen supports that money and personnel might be challenging for clubs regarding increased environmental measures:

(...) everything relates back to economy in most cases, right? Environmental measures can have certain investment needs in the first phase, and then you may earn on it in the long term, so that might be a problem in most cases, to get started with things. (...) Preferably because the resources, not thinking of economy, but the staffing is not adequate. The clubs often have limited resources. And that may be a challenge, at least. (...) I believe actually that economy is the main challenge. (Interview 5)

These statements are very consistent with what Hans Hansen (Interview 4) experience as a challenge, when stating that resources, especially time, money and people are challenges and a preventing factor for clubs in assessing environmental measures. But in the same statement, he stated that *knowledge* were a scarce. Einar Håndlykken supported this factor, even though he has background within the topic. He acknowledged that they would really appreciate more knowledge:

I have been working with such issues for many years, and have experience and expertise, and there were no expertise on the topic in our club before I came in, and I believe it is like that in the other clubs as well. There is no natural expertise in environmental matters in Norwegian football clubs. (...) because we do not have all the ideas and expertise our selves. Therefore, there are many areas where we could benefit from assistance. (...) It could be helpful with expertise, kind of packages. (Interview 1)

And for the rest of the clubs he states that he thinks it lacks knowledge and understanding of the topic:

There lacks an understanding of the problem in many clubs, or the need of environmental issues. I think it lacks expertise, and I think almost everything is lacking. There is a reason why no one has done it earlier. (Interview 1)

Further, the structure of the clubs might be a source for *conflicting demand*, but it does not have to be, according to Håndlykken. Some clubs are investor driven, and in case the investors' interest is different compared to the administrative manager, there might be a source for conflicting demand, which might be perceived as an extrinsic constraint for clubs:

There are clubs that are in reality investor-driven, and it really matters there. Are you investor controlled and earn your money in oil, then the environment may not be what you want the club to front the most. (Interview 1)

Bergfald also stated that current sponsor agreements might generate conflicting demand in case they do not represent the new objectives, and might in those cases be perceived as a conflicting demand for the managers:

And some of the things making it difficult to change things fast, in regards to consumption in a football club, are the use of jerseys and the sponsor agreements with sportswear suppliers or jersey suppliers, which bind them to the agreement. (Interview 3)

The fact that some clubs do not own the entire stadiums and *facilities* themselves might be perceived as a constraint for some clubs, especially according to Håndlykken who stated that they would have preferred to own their own stadium, and things would have been much easier for them, if they did. Which might be interpreted in the direction that the clubs might perceive it as a challenge if they do not own the entire stadium and facility themselves:

We own parts of our stadium, because externals own the other parts of the stadium. And it affects us for that matter negative, it would be much easier if we could own our stadium ourselves, because now we must ask for permission for some of the

things we want to do. (...) As for our part, it had been best to own the stadium ourselves, from an environmental perspective. (Interview 1)

The *lack of culture* were mentioned a couple of times as a potential constraint for clubs, and were picked out as the main preventing factor for the clubs by Einar:

I believe that would be culture. It is too distant somehow, there are not that many environmental interested football clubs, I think. You must remember that we must start there, you need to be a little curious. Get forward the discussions to get through with the topic. (Interview 1)

This lack of culture may affect many other factors such as the facility status would perhaps been different in case of an increased environmental culture. The same with the knowledge about the topic, the strategic advantages would perhaps been different in case everybody was focusing on ES. But the culture might not only be within the clubs and the league, but “also among spectators” as Jonassen (Interview 3) stated.

When Teigen were talking about attitude towards ES, this might be very similar to culture, as he was talking about spreading an attitude out to everybody:

(...) It is the attitude, an attitude profile that you wish to keep it ... that if you bring further the attitude in the club and around it, then the environmental solutions would be easier. And there must be something that everyone wants, otherwise it will in many cases slip out. (Interview 5)

The lack of culture may also be linked up with Jonassen’s statement that Bergfald Miljørådgivere and Miljøfyrtårn do not have any specific certification program with football specific requirements. This came forward as Jonassen (Interview 3) stated “what has been a bit challenging with the football club Odd, or it is for other clubs as well, is that there exists no separate requirements for football clubs”.

Summed up: the extrinsic constraints that were reflected during the interviews were mainly the lack of resources, both in terms of money, time and personnel. Other factors that were reflected were the lack of guidance and knowhow, facility constraints and conflicting demands, but also a lack of culture, which in turn might be linked up to several other factors.

#### **4.6 Findings regarding intrinsic driving force**

The other type of motivation is the one coming from within the manager himself/herself, often called *intrinsic motivation*. The manager and no one other than the manager affect the intrinsic motivation. And as already mentioned, Håndlykken stated himself as an initiator in his club, and he reflects his values, commitment and interest quite well in this statement:

I mean that environmental responsibility is a responsibility for everyone, whether you are a private person, at school or at work, or wherever you are, in Norway. But, I mean that football clubs have a responsibility. I think it is something we shall contribute to. It has been done very little in the area in football, or sports, but I mean we have a major responsibility here as well. (...) I see improved reputation as number 1... On the other hand, it would be wrong to put it as number 1, but it is the right thing to do, it is something we all should do, and a responsibility we have.

(Interview 1)

So the managers interest, commitment and values clearly has an affect and is driving the club in the direction of environmental focus if he/she has the intrinsic motivation, or in the direction of not focusing on the environment in case of not having the intrinsic motivation.



## 5.0 Analysis

Through the analysis chapter I was going through each and one of the propositions, actors and factors reflected through the interviews and compared them to the literature and the advanced assumptions and expectations. This means that I began with the summarized propositions from the theory, and went further to the sub-questions. I reflected on what the outcome was in regards to its expectations, what was expected and what was different. I had a look at whether the findings were contradictory to the literature, or if it was in line with it.

Similar to how the findings were structured, the analysis was structured in the same way, looking at the summarized propositions first, and further on each of the sub-questions.

### 5.1 Analysis of propositions

The first proposition was the connection between *external actors and extrinsic motivation* generated through the managers and their clubs. That different external pressures would result in different types of extrinsic motivation. The literature and Jenkins (2012) designated regulations as the first of two groups of pressures that motivates football clubs to engage in ES. The other group was the normative pressure like social expectation, pressure from other clubs and industries, that motivated football clubs to engage in ES. Even if the literature here did not state which specific motivation the pressures led to, this was in line with the findings as Nordhaug (Interview 2) stated that The Association of Norwegian Football get immediate reactions when they do regulations, for instance change the rules some ways. In my interpretation this indicated legitimacy to be the motivational factor as a result of the regulative pressure. Normative actors do also motivate the clubs according to the findings and Jonassen, when she told that sponsors and peoples among others are starting to invest money in environmental clubs:

We see there is a green shift going on. In relation to investors and sponsors for instance, and there are more people demanding, actually that want to invest and spend money on either companies or perhaps football clubs (Interview 3).

This shows that both spectators and sponsors might motivate clubs financially. Håndlykken (Interview 1) also believed that sponsors might lead to strategic and competitive advantages, especially national sponsors through environmental strategies. But Teigen (Interview 5) added that sponsors might motivate the clubs with legitimacy, as a step before financial reward, as he stated that the sponsors could contribute financially, but

that they could require some certain standards in return. But it is not only the sponsors that might lead to legitimacy as an extrinsic motivation among managers, as Teigen (Interview 5) mentioned that their lessees have strict requirements that they want to meet. And also Norwegian authorities can lead to legitimacy as an extrinsic motivation among managers as Nordhaug (Interview 2) mentions Norwegian football clubs to be subject to Norwegian law. The supported connections can be found in figure 4 on page 74, and these seven examples were in line with the literature and what was expected. But it enriched the literature by being more specific on which types of pressures that lead to what types of motivations.

The next proposition concerned that there should be a connection between *external actors and the managers and their clubs*, predicting that these pressures should be able to impact the manager's preconditions to execute environmental measures. And that different actors and pressures would probably impact different manager factors. On this connection the literature and Jenkins (2012) stated that managers could cooperate with suppliers to ensure that they only supply materials that could be recycled. This means that the external suppliers can affect the clubs preconditions to be environmental friendly, as I assume it to be easier to execute an environmental strategy if they are supplied with environmental goods. The findings also showed that Odd Ballklubb's sponsors are engaging in their environmental issues, working with solutions as part of their business, according to Håndlykken (Interview 1), indicating the same connection between sponsors and the manager's network, but also the connection between the sponsors and the managers initial resources. And Jonassen (Interview 3) reflected them selves as an external actor who can contribute to increase the manager's knowledge on the topic:

So Bergfald is a company, we are consultants, so what we do is that we send a request and comes with an offer and take contact. And are talking about the advantages of Eco-certification, or other guidance. (Interview 3)

The findings support the literature and shows that the external actors can impact the clubs preconditions to conduct environmental measures, which also was very expected. But it even completed the literature by pointing out that Bergfald can contribute to increase the manager's current expertise on the topic.

The third proposition stated there should be a connection between *external actors and extrinsic constraints*. I predicted that certain extrinsic pressures could be perceived as a constraint for the managers, and that different pressures could be perceived as different constraints, and that different perceptions would be based on the manager's preconditions. The connection were reflected by the literature as Jenkins (2012) found in his study that resource constraints were by clubs perceived as one of the main barriers, when it comes to improving the environmental performance, and that pressure to improve could come from external institutions. The literature clearly stated resources as a perceived constraint, but not which type(s) of pressures that could lead to this. Sogndal Fotball and Teigen reflect the same connection between externals and the perception of these forces as a challenge through this statement:

(...) if you have someone that require more than the club can conduct. For instance if the requirements become so big that it becomes a challenge to conduct them, and it affect the daily operations. Preferably because the resources, not thinking of economy, but the staffing is not adequate. The clubs often have limited resources. And that may be a challenge, at least. (Interview 5)

The literature and Jenkins (2012) also classified conflicting demand as a constraint for clubs, which is in line with Jonassen's (Interview 3) statement, that requirements from sponsors might be difficult to comply with because of existing agreements with current sponsors that could be conflicting. And this draws the line from sponsors via the manager's network and to the perceived conflicting demand in figure 4, on page 74. The theory did not state any suggestions of pressures that could lead to perception of extrinsic constraints, but the findings was more specific by giving an example, and supporting that the perceived constraints would be depending on the manager's preconditions. The fact that the pressures go via the manager's preconditions and out to their perceptions, were very expected.

The fourth proposition concerned the *extrinsic motivations and the extrinsic constraints*, predicting that there should be some factors that were perceived as a motivation for one club but perceived as a constraint for another, given the same type of pressure. There was not found any literature directly stating that one type of pressure could be perceived as an extrinsic motivation, while another club/manager could perceive the same pressure as an extrinsic constraint. But based on Jenkins (2012) statement that economic instability is one

of the main challenges for managers, compared to Hamil and Morrrows (2011) statement that CSR might have potential economic benefits, the literature indirectly suggests the connection. Nordhaug (Interview 2) reflected the connection between the boxes well when stating that the clubs different conditions are determining whether they perceive it as motivating or as “an extra burden”. This also corresponds to the literature and the advanced expectations, even if the findings did not reflect any specific examples of factors that could be interrelated. It confirms the central mechanisms of the research framework, as the clubs’/managers’ conditions are determining their perception of external pressure. This supported vowed statements from the literature and adds the knowledge that the manager’s preconditions are determining for the manager’s perceptions.

The last proposition was that the manager’s interest and the intrinsic motivation/constraint are connected. I assumed that the managers’ interest would determine their intrinsic driving force, resulting in either intrinsic motivation or intrinsic constraint. The definition of intrinsic motivation states in general that there should be a connection between the boxes, as the intrinsic motivation can not come from anywhere else than the individual it self. And in the case of this research the intrinsic motivation/constraint cannot come from any other than the manager. Teigen in Sogndal supported the intrinsic motivation coming from the manager and the leaders:

(...) we must look at the club’s motto or vision that we wishes to be environmental; it must come from the inside from the leaders, that we want a certain profile.  
(Interview 5)

This connection is visualized in figure 4, on page 74, and it was also predicted in advance as the definition of the term intrinsic motivation clearly states there should be a connection. The literature did not become richer because of this connection, as this only confirmed the advanced literature on the topic.

All the summarized propositions in the theory framework were supported and in line with the findings, which also was expected in advance. The interviewees also seemed quite aware of the relations and how the aspects were interrelated.

## **5.2 Analysis of actors and factors**

After the propositions had been compared, it was time to reflect over the actors and the factors revealed through the interview and compare them to the literature. I went systematically through each area of the sub-questions from the first to the third.

### **5.2.1 Analysis of external actors**

Sub-question 1 focused on external actors, and the first external actor to compare was *The Association of Norwegian Football*. Rune Nordhaug (Interview 2) pointed out the Association as a central regulative actor in this case as they are the overriding body of football clubs. This was supported by the literature as Babiak and Wolfe (2009) pointed out league regulators as important determinants of CSR initiatives. The literature did not point directly out The Association of Norwegian Football as an actor, but that was not expected, as this topic has not been investigated in the Norwegian context before. But the findings supported that The Association should and do play a regulative role in this case. This was expected and hoped to be the case in advance, as environmental measures are part of the CSR-umbrella.

*The Norwegian authorities* were also pointed out as external actors affecting the clubs with regulative pressures according to Rune Nordhaug (Interview 2) as he told that the clubs were just as any others acting in Norway subordinate to Norwegian law. And Trendafilova, Babiak and Heinze (2013) told that governmental regulations are becoming an important institutional pressure in greening of professional sport in America. Of course are maybe Norwegian authorities different than the authorities in America, but I believe it is equal for both countries that the sports and the clubs have to comply with their requirements to get support. It does not mean that this actor were unanticipated even if the national authorities was not named as a potential actor in advance. This means that the authorities could and should encourage clubs to focus on ES, if they are not already.

*Norsk ToppFotball* was stated as a possible external actor through collecting social accountings from the clubs, according to Rune Nordhaug (Interview 2) and Hans Hansen (Interview 4). While Hamil and Morrow (2011) reports that normative expectations of executives or stakeholders, and a response to wider social agenda might contribute in making clubs engaging in CSR actions. It was reasonable to assume that Norsk ToppFotball could be categorized under stakeholders with normative expectations. This because Norsk ToppFotball's interest is to help and develop the clubs to develop and raise

their levels, not only on the area of environmental sustainability, but social inclusion, economy and health and youth development activities for instance. And these are areas related to CSR activities. Thus, if the categorization should be correct, the findings can be concluded to be in line with the literature. Even if the literature might have indicated this actor under the broad categorization “stakeholder” it was not expected that Norsk ToppFotball could, would or do affect the clubs in an environmental direction. The reason for this was my lack of knowledge about the organization in advance, but this certainly enriched my knowledge at the area.

The findings and Jonassen (Interview 2) revealed that the *municipality* can contribute and improve the clubs environmental conditions, and they are for some clubs the owner of the clubs venues, or at least parts of it, according to Teigen (Interview 5). This makes the clubs depending on the municipalities to conduct certain measures to their facilities. These two findings indicate the municipalities as both normative and regulative external institutions, which make them challenging to compare with the literature found in advance. It is also difficult to compare them because the literature does not clearly point out municipalities as an external actor. But if I compare it to the same statement as the previous actor, the municipality could be put under what Hamil and Morrow (2011) calls stakeholders with normative expectations that could expect certain in return from certain contributions and engagement in CSR activities. And through contributing to organise for environmental friendly transport to the matches, the municipalities as a stakeholder with normative expectations could set examples of expected response to wider social agenda in direction of environmental friendliness, for instance. But in cases where the municipality act as the owner of the facilities I would characterized them as a regulative actor who fits into Jenkins (2012) category of regulations that can pressure and motivate clubs to engage in ES. I believe this based on the fact that as an owner, the municipality can regulate the lessees and decide the usage of the facilities and require certain environmental standards from the clubs, or allow environmental measures. The municipalities was not expected to be an external actor effecting the clubs in advance as they were not clearly stated in the literature as an central actor, and my advanced experience did not indicate them to be. However, based on the findings and the fact that they may own parts of the stadiums in Norwegian football, it is not unreasonable to assume that they may play a central role. Therefore I believe this have added new knowledge to the literature, by pointing out the

municipalities as regulative actors motivating for environmental measures, and a normative actor contributing and encouraging for wider social agenda.

The next factor was the *sponsors* who could be seen as both corporate partners and stakeholders. Håndlykken (Interview 1) stated in the findings that they work with their sponsors as corporate partners with environmental issues, and as sponsors you are also stakeholders because you can impact the club and the club make impact on you as a sponsors. And Jenkins (2012) stated in the literature that pressure from corporate partners and sponsors result in increased engagement in CSR for general businesses. I believe I can assume that this statement can fit to the ES setting for football as well, based on Yang and Sonmez's (2005) statement that professional football clubs are similar to other multi-national medium sized companies, and the fact that ES is one of the pillars in CSR. In that sense the findings could be in line with the literature, and underpins the new knowledge already gained in the analysis of the first proposition. This outcome was highly expected in advance.

Representing external institutions that execute normative pressure, *Bergfald* was suggested in the findings as Jonassen (Interview 3) told that they come with offers and guidance to the clubs. However, they make no forcing pressure towards the clubs, only supporting if the managers want them to, which makes them a normative external actor. Compared to the literature, Bergfald could fit into Campbell's (2007) statement that educational authorities that set standards for 'legitimate' organizational practices can exert normative institutional pressure. But Bergfald is no authority above the clubs, so it does not fit entirely. There were not found any statements in the literature stating that external educational institutions exerting normative pressure contribute to increased environmental measures. However, there was not found any evidence of the opposite either. Thus I believe it is quite obvious that Bergfald as an external educational institution could make impact towards the clubs that desires them to do so. And this contributes to the academic field that the normative educational organisation, Bergfald, supports the teams if desired.

For football clubs, the *spectators* are one of the main stakeholders, and Babiak and Wolfe (2009) found in their study that the supporters trust in determining the adoption and focus on CSR activities were very important. I perceive this in the way that the interaction with supporters are very important, despite this statement concerned CSR for American sports.

And I believe this also concerns ES and European sports, and Norwegian football in this case, as Jonassen stated that:

When the costumer forces becomes stronger, the demand, the costumers and amount of spectators to football matches, will increase, that wants to attend to matches where the clubs taking environmental precautions are playing, they have more desire to go on those kind of matches (...) The fact that it will also increase the number of spectators. (Interview 3)

This means that if the spectators like what the club does, this will help increasing the number of spectators, but on the other hand, if they do not like it and do not trust the clubs' environmental adoption, it might be reasonable to assume that it will not increase. This means that the supporter's trust is important in this setting, and I would conclude that the findings could coincide with the literature. Regardless, spectators as one of the major stakeholders in football, should impact the clubs and the managers. And this example illustrates the connection between spectators and legitimacy in figure 4, on page 74, as clubs seek legitimacy to attract spectators.

The last external actors reflected through the findings were the *lessees* of the clubs facilities. I have yet to find any literature on lessees on the topic of ES and football, but in my opinion this can be an area of improved knowledge. Because Teigen (Interview 5) reflected in the interview that their lessees desired a green profile, which in turn impacts back at the club as they want to meet the lessee's directives. In my opinion this clearly states that lessees are a group of external actors who impacts the clubs in regards of ES and could motivate the clubs in terms of legitimacy. This was also quite surprising to me, as I was not too familiar with the concept that the clubs rent out their facilities. I assumed that the clubs had enough with renting the stadiums them selves. Of course some owns the stadiums them selves, but the perspective of clubs renting the facilities out to other groups, were fresh to me. I also believe this is a fresh and unexplored area in the literature, adding knowledge that indicate lessees as pressuring and motivating clubs in directions of environmental measures.

### **5.2.2 Analysis of the club's and manager's environment**

Through the analysis I further moved into the managers preconditions, an area which builds some of the basis for the two last sub-questions. The *manager's interest* was the



first factor that determines the clubs preconditions for executing environmental measures. The findings revealed that Einar Håndlykken (Interview1), the manager of Odds Ballklubb were the initiator and the one who started the environmental measures they have in the club, according to himself. In my perception this means that the driving force was coming from him, either in form of commitment, interest, values or such. Compared to the literature, the literature reported that the owner's goals and values often have a strong effect on CSR activities, according to Trendafilova, Babiak and Heinze (2013). Even if the literature here referred to owners, I believe it also applies to the managers. So the literature was not totally in line, but touched the same aspects. The managers in the clubs are probably aware of this, but it might have contributed to a new perspective to the literature, in supporting that the literature also could be related to the specific CSR-area of environmental measures.

The *managers network of co-operators* give the manager certain preconditions to exert given environmental measures. There was not found any literature on the aspect of sponsor network as a determining factor for clubs, other than Trendafilova, Baviak and Heinze (2013) mentioning the network as enablers for CSR practices. However, the findings reflected this through Jonassen's (Interview 3) statement that it might be challenging to change things when being in long time agreements with partners who for instance not would be the most environmental in the first place. This means that if the club have agreements with environmental co-operators these might contribute to environmental issues, as Håndlykken (Interview 1) stated, but if they are not, the preconditions are different and this certainly impacts the situation. But Teigen (Interview 5) relates the managers network to extrinsic motivation, without being specific, as he stated that having an energy supplier are helping them and are supporting. This indicates the connection between the manager's network and the extrinsic motivation in figure 4, on page 74. As the literature was limited on this aspect, this could be seen as both confirming the limited information and tips the relevance of it to the aspect of football and environmental sustainability. And it also shows that the clubs need to be aware of who they ally themselves with when they want to go in different directions.

Like the managers network of co-operators, *the club and managers initial environmental reputation*, were not reflected in the literature as a determining factor within the club, as far as I was able to find. But Jenkins (2012) research revealed image enhancement as strategic motives to invest in ES in UK Premier League clubs. This means that they want

to go from an initial reputational level to a higher level through focusing on ES, which indirectly tells me that the clubs initial level is determining the degree the manager perceived the enhanced image as motivating. Nordhaug (Interview 2) stated in the interview that this is the case for Norwegian clubs, when stating that depending on their initial position and where they are today, the clubs can gain potential improvement regarding the reputation. This indicates that the initial environmental reputation is important in this setting, and the connection between them in figure 4, on page 74. This was not unexpected in advance when it was given that reputation was one of the motivational factors the clubs saw in increased environmental focus. Thus, through triangulation of existing information, and verifying this may have obtained new knowledge to the literature.

*The facility at hand for the manager* is contributing to determine the manager's abilities to conduct environmental measures. Because if they lack the facilities to conduct, the current facility status could be characterized as what Trendafilova, Babiak and Heinze (2013) called constraint. Even if they only suggest time, money and knowledge as possible constraints, they open up for other factors as well. And I will put facility status as one of these potential factors. This will in case be in line with the findings as "many clubs are struggling with facilities and stadiums owned by the municipality", according to Teigen (Interview 5), which shows that municipalities is an external actor who can affect the clubs. And as Håndlykken (Interview 1) in turn stated that having the facilities and owning the stadium themselves would make things easier for the clubs, when wanting to conduct environmental measures. So if the status is being a challenge for the clubs, this draws the line to the facility constraint among the extrinsic constraints, in figure 4, on page 74, and the municipality affecting the facility status. But on the other hand, the current facility status could be perceived as a strategic and competitive advantage for some managers as Teigen (Interview 5) saw is as an advantage that they own in principle the facility themselves. This indicates the connection between facility status and strategic and competitive advantage in figure 4, on page 74. This was expected as many of the stadiums are different and many environmental measures contains facility changes, such as solar panels, recycle bins, football turf requiring less water usage, energy saving light fixtures, or for instance different toilets. The findings contribute to the literature with the current facility as an determining factor for the managers decision-making regarding execution of environmental measures.

The next factor, *competence status*, falls under the same academic statement as the last factor. Trendafilova, Babiak and Heinze (2013) stated that lack of knowledge could be potential constraints for clubs when classifying lack of guidance as a constraint. In my interpretation, that means the current competence level must be the reason for perceiving lack of knowledge as a constraint. Håndlykken (Interview 1) was in line with this thinking as he stated that he and his club could appreciate more guidance and knowledge from external actors, because they do not have all the ideas themselves, indicating the connection between knowledge status and perceived lack of knowledge/guidance in figure 4, on page 74. This was expected to be the outcome, as one would need more knowledge and ideas than other clubs for achieving a potential strategic and competitive advantage over others based on ES. This contributes to the literature that the current expertise on the area act as a determining factors for the managers regarding to execute environmental measures.

*Resource status* could include many things, such as time and money, and therefore falls under the same academic statement as those previous factors. That time and money could be perceived as constraints for some clubs, according to Trendafilova, Babiak and Heinze (2013). Meaning that if the initial resource status were not sufficient, then time, money or other resources could be perceived as potential constraints. Håndlykken (Interview 1) reflected this through a good example when stating that Odds Ballklubb have desires to achieve certain things but the current status were not sufficient as they lacked resources both in terms of people and money. This indicates the connection between resource status and resource constraint in figure 4, on page 74. All these status factors are important, and are important for clubs as these are making impact on the manager's perceptions. So equal to other business-like things, you need to know where you are to be able to know where to go and how to get there. Therefore is the current status/position important. Thus is the facility-, competence- and the resource-status additions to the literature on the area of determining factors for environmental perceptions for managers in football.

The last club/manager factor is the clubs *structure/constellation*. A club can contain of different departments depending on the way the club is structured. The literature and Jenkins (2012) points out conflicting demands, conflicts with other departments within the club itself, as potential challenges for clubs regarding executing environmental measures. It concerns balancing numerous demands. And for clubs that are investor-controlled, it is not unlikely that the investors have other goals and visions than the manager and the rest

of the clubs, creating a conflict of demand. Håndlykken (Interview 1) addressed this example, but cases of conflicting demands between departments were not reflected directly through the interviews, even so it was partly supported and the connection can be seen in figure 4, on page 74. The interviewees would at least not admit any inconsistencies among their departments, which was a little unanticipated. I expected there to be some inconsistencies based on the expectation that the sports department probably would prefer to invest money, time and resources on the football as a product, not environmental measures, because environmental measures itself would not directly help the team to win football matches. However, this comparison did not contribute with any new knowledge to the literature.

### **5.2.3 Analysis of extrinsic motivations**

The focus was here shifted to the area of motivation factors and the second sub-question in this thesis. Some of these factors are based on the manager factors just analysed above. The first factor that was compared to the literature was *legitimacy*. Legitimacy was mentioned a lot in the literature and Jenkins (2012) points out legitimacy as one of the primary reasons for clubs to conducting environmental practices, but legitimacy could be related to different type of pressures, both regulative and normative. The clubs can comply with normative pressures from educational and professional authorities that set legitimate standards, according to Campbell (2007), or answering to customer demand for stewardship that creates legitimacy around environmental CSR, according to Trendafilova, Babiak and Heinze (2013). But these types of pressures do not lead to legitimacy in form of having to comply with them, in the same degree as regulative pressure does. The interviews on the other hand reflected more legitimacy from regulative institutions. For instance Hans Hansen's (Interview 4) stated that the club would have had to respond to The Associations requirements regarding executing environmental measures if that was the case. So to be accepted they would have had to comply with them. Legitimacy regarding normative pressures was not reflected particularly through the interviews as none of the clubs admitted any external pressure or influence in the direction of executing environmental measure. The lack of reflection of legitimacy regarding normative pressures was a little unexpected in advance. And in relation to the literature, did this research not contribute with new knowledge on the field.

*Financial improvement and/or cost reduction* were by Hamil and Morrow (2011) reported as potential benefits that might motivate clubs and managers in the direction of engaging

in CSR actions. Whether this also includes environmental actions, was diffuse. The interview with Håndlykken (Interview 1) revealed that environmental profile could contribute to bring in sponsor money, and Nordhaug (Interview 2) believe there was certain ways to be cost-effective through environmental measures. Teigen's (Interview 5) statement that the easiest motivational tool in most cases was economy indicates that clubs could be motivated by this potential economical benefit. These findings point in the direction that Hamil and Morrow's (2011) findings also could apply to the area of environmental sustainability, under the big CSR-umbrella. This outcome was predicted in advance, as there comes more and more money into football, and the money reigns. This also broadened the knowledge as it could have confirmed that the economical benefit also applies for ES.

Babiak and Trendafilova (2011, cited in Jenkins, 2012, n.p) stated that *strategic or competitive advantages* are important considerations that drive environmental practices in professional sport, supported by Robbins and Page (2012) who stated that environmental strategies could result in competitive advantages. Håndlykken (Interview 1) apparently agreed, as he believed that through environmental strategies Odds Ballklubb would gain advantages, especially competitive advantages as long as they were alone in Norwegian football on the area. But as long as more and more becomes aware of it, these advantages will become neutralized in the future, I predict. The literature and the findings were in line on this point and no new knowledge was gained.

The last extrinsic motivation reflected through the interviews was *reputational improvement*. In Jenkins' (2012) study the interviewees reflected that image enhancement was strategic motives for them to invest in ES in British Premier League clubs. And this might certainly be the case in the setting of this research as well, because it is depending on the clubs initial reputational position today, something Nordhaug (Interview 2) stated through the interviews. Jonassen (Interview 3) agreed as she stated that the clubs could enhance their reputation. At this point the literature and the findings are totally in line, but even if reputation, strategic and competitive advantages, and financial gains were mentioned separately as external actors in the interviews, this does not mean that they are totally separate. Good reputation could be perceived as an strategic and competitive advantage compared to other clubs if their reputation are weaker, which in turn could result in economical benefits because of more fans, for instance.

#### **5.2.4 Analysis of intrinsic driving force**

To cover the other part of the second sub-question, the factor of *intrinsic motivation/constraint* had to be analysed. This interfere with the structure of the chapters in relation to the findings, but it had to be done in this way to be able to analyze each of the sub-questions. The literature was less covered on the topic of intrinsic driving force among managers regarding ES in professional football. But according to the definition of intrinsic motivation, this comes from within the manager, and could be expressed in enjoyment, feeling of ownership and motivation. Håndlykken (Interview 1) expressed responsibility over environmental concerns and though it was something everybody should do. According to my interpretation, he showed his willingness to take ownership and he showed his inner motivation towards environmental actions, which I will classify as intrinsic driving-force, resulting in what is called intrinsic motivation in this thesis. On the other hand, even if it was not reflected in the literature or in the findings, I would assume that not having the intrinsic motivation would mean that they are not interested or wanted to engage. This assumption was based on the definition of theoretical intrinsic motivation. And if you as a person are not interested or motivated, it will be more difficult for them to execute, and it will probably be perceived as a challenge for the individual to execute the certain action. Even if the literature was limited on the topic, this outcome was expected in advance. And I did not expect the managers to express or reflect potential intrinsic constraints, as it could put them in a bad light. But the literature certainly could have benefited from further research on the topic to the extent it is necessary.

#### **5.2.5 Analysis of extrinsic constraints**

The last sub-question tried to reveal which factors that were perceived as a challenge regarding executing environmental measures by the clubs and their managers. Thus, the focus was shifted to factors perceived as constraints, including the intrinsic constraint in the previous sub-chapter. These extrinsic constraints were first represented by *resource constraints* in this analysis. The literature and Jenkins (2012) clearly stated that resource constraints were one of the major barriers for clubs regarding environmental measures, largely financially because of the financial instability in the football business. The interviews conducted reflected the need of funding and financial supports through Håndlykkens (Interview 1) statement that they need funding and are lacking money. This emphasized the literature more than it enriched, as the two sources confirmed each other regarding funding. But the findings also reflected lack of people and time according to

Hans Hansen (Interview 4). In my perception this coincided with Hamil and Morrows (2011) findings that it was likely that size matters in terms of employees matters regarding environmental measures. The outcome was in line with what was expected, with advanced knowledge of the financial situation in professional football today, and also confirmed the literature already existing, and showed that it also could be apply to Norwegian Football. The findings also contributed with the time limitation under the broad classification of resource constraints.

The three next factors will be very related and based on the same literature as some of the club/manager factors. The potential *conflicting demand* is obviously depending on the clubs structure, but also the managers network of co-operators. As earlier stated, Jenkins (2012) reported that balancing numerous demands could become a challenge for clubs, especially different demands between departments within the clubs, but also “inner” demands that could be conflicting with demands coming from external actors. Jenkins (2012) also mentioned waste management as a constraint, with the example of difficulty to ensure environmental goods supplied from co-operators. In my opinion this falls under the importance of having a suitable network of co-operators, which decreases the possibility for conflicting demand. Some cases of conflicting demands were reflected through the interviews. Such as the case of different objectives and opinions between an investor and the club, manager and employees, suggested by Håndlykken (Interview 1). And also the case of conflicting messages and communication outwards where on-going sponsor agreements could be in conflict with potential new agreements. This was not entirely in line with Jenkins (2012) and the literature, but I will still characterize these cases as conflicting demand, adding the theoretical scope of the term “conflicting demand” in this setting. Conflicting demand was expected to be a potential challenge for clubs, because the clubs contains of different departments with different objects, and these departments normally have different opinions towards the clubs operations and things pertaining to the club.

The potential *lack of competence/guidance* also depends on the initial knowledge and competence level of the manager/club. Jenkins (2012) point this lack of support and guidance as the fourth barrier. For the case of British Premier League clubs he found little evidence on support and guidance on environmental issues from external actors, and concluded it as a barrier for the clubs. In my understanding, the fact that he stated lack of support and guidance as a challenge, underpins the fact that there also was a lack of initial

competence already. The case seems to be partly similar for the Norwegian football clubs in this case, disregarding Bergfald who actively guide and help clubs who desire to improve their environmental performance. The interviews reflected a lack of support and focus from other external actors, both regulative and normative. And Håndlykken (Interview 1) desired to be served more knowledge and expertise on the topic. The literature and the findings were slightly different on this area, but indirectly indicated that lack of guidance and competence could be a challenge. The literature stating that the lack of support and guidance was a constraint, while the findings indicated that they thought the guidance and competence level was not sufficient. The lack of support and guidance was according to what I expected as Norwegian Football is not known for promoting and highlighting its environmental friendliness. And both the findings and the literature were concluded to be in line for this factor, only emphasising even more that knowledge and guidance are important when executing environmental measures.

Through the literature search the *facility constraint* was not reflected very much, according to my perception. But I knew in advance that some clubs owned their facilities and stadiums to different degrees. And it was reflected through the interviews that to the different extents the clubs owned their facilities and stadiums, that could result in potential facility constraints. Håndlykken (Interview 1) would prefer to own the entire stadium, as it would make life easier for them regarding environmental measures. This outcome was not surprising, just not expected or anticipated to be a potential challenge for clubs in the beginning of the thesis project. This might have contributed to new knowledge on the academic field of facility management related to football. But I took into account that I could have overlooked parts in the literature.

The last constraint that was reflected during the interviews was *culture*. Håndlykken (Interview 1) pointed out culture as the primary constraint. And as reflected in the findings, culture is unique because it might impact all the boxes in the framework. The potential lack of culture might be the reason that some clubs can gain a strategic and competitive advantage for exerting environmental measures. On the other hand could increased culture maybe result in different initial facility-, competence- and reputation- statuses among the clubs. A different culture would probably also change the mind-set of the external actors and change their abilities to affect the clubs. So to put culture only under extrinsic constraints seems incorrect, but the findings only supported culture related to extrinsic constraints, according to my interpretation. In the literature Trendafilova,



Babiak and Heinze (2013) acknowledged that different leagues and teams have their own cultures, but even so, to me it was quite unanticipated that the clubs could perceive their own culture as a challenge and constraint. However, they certainly have a point, because to start with something you need to be curious, get people interested and bring it to the agenda, as stated by Håndlykken (Interview 1). This might result in shared values and meanings and develop and guide behaviour, according to Mayer and Rowan (1977, cited in Tredafilova, Babiak and Heinze 2013, 300), even if they related this to CSR. This aspect of culture gave me new and unexpected knowledge together with a new perspective. I also believe it brought forward a new perspective of culture regarding ES in Norwegian Football.

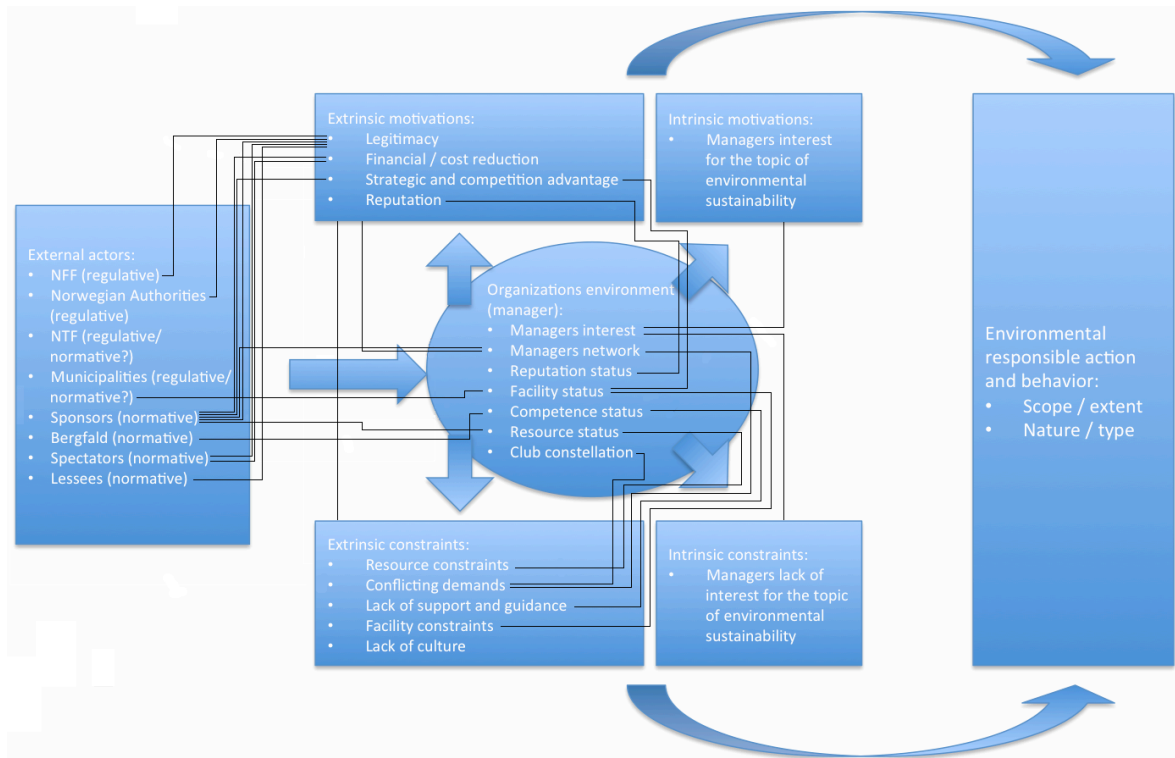
The findings also revealed some aspects of the literature that further were shown not to be the case for this case study. Hamil and Morrow (2011) acknowledged that the environmental focus could be overshadowed by sporting crises, and Jenkins (2012) stated that managers could fear that on pitch or commercial performance could be affected by environmental focus. Further Blumrodt, Desbordes and Bodin (2013) reported that clubs were seemingly blinded by the sole criterion of the quality of their primary product, the competition on the playing field. This indicated that the fear of overshadowing the performance on the pitch, could be reasons for managers to not focus more on ES, and according to my understanding could indicate a potential preventing factor. But the interviewees did not agree to this fact during the interviews. Nordhaug (Interview 2) could “hardly imagine that the environmental focus will overshadow the primary goal that is to play good football and win football matches”. And Hans Hansen (Interview 4) acknowledged that environmental measures and on pitch performance was not mutually exclusive. However, he thought it was clearly that they could effect each other, but to a small extent. Håndlykken confirmed with the citation:

Of course (it could effect) in the theory, but you should take it pretty far before you arrive there. I do not feel there is a risk for it. The football itself is of course a clubs main interest. Everything else, for example other sub activities such as focus on bullying, poverty or environment are perceived as sub activities. (Interview 1)

And Jonassen (Interview 3) denied that their environmental certification program could have any negative effect on the clubs performance on the pitch. And these findings show

that the literature not coincides completely with the reality for this research case, which could have contributed to the literature at this field.

For simplicity a figure of the factors and actors, and their connections has been provided below, see figure 4. The figure summarizes the supported connections that were supported through the analysis. However, there might be more connections in the reality, but these are the connections that at least were supported through this thesis.



**Figure 4: The research framework with connections**

Through the analysis I highlighted findings that in turn provided answers to the sub-questions, and findings have been compared to the academic field, and I reflected on its contribution, both to the literature and my self. The answer(s) to the sub-question(s) are provided and summed up, together with the theoretical- and practical-implication and future research in the conclusion below.

## 6.0 Conclusion

The purpose of this thesis was to investigate the Norwegian football in the light of environmental sustainability. I wanted to figure out which external actors that could make impact on the clubs in the direction of implementing an environmental strategy, which potential motivations and constraints the managers could perceive, and which club specific factors that were determining the managers perceptions. The observation of increased focus on this topic in Norwegian football, and the limited literature on the field justified the research problem, which was:

Which factors are determining the Norwegian football clubs environmental sustainable position today?

To help covering and answer the research problem, three sub-questions were introduced, each covering a part of the research problem.

1. Which external actors could make impact on the clubs and their managers regarding executing environmental measures?
2. Which factors are by the clubs and their managers being perceived as a motivation regarding to execute environmental measures?
3. Which factors are by the clubs and their managers being perceived as a challenge regarding to executing environmental measures?

The Association of Norwegian Football, Norwegian Authorities, Norsk ToppFotball, spectators/customers, sponsors, Bergfald Miljørådgivere, the club's municipality, and facility lessees were supported through this research to be external actors that could make impact on the clubs and the managers for executing environmental measures. And it provided the answer to sub-question 1.

Sub-question 2 covered the perceived motivations among the managers regarding executing environmental measures. And through this thesis legitimacy, financial gain, strategic- and competitive- advantage, improved reputation and potential intrinsic motivation were supported to be such factor, in addition to intrinsic motivation among managers.

Resource constraints, conflicting demand, lack of support and guidance, facility constraints, lack of culture, and lack of intrinsic motivation among the managers were

supported as perceived challenges regarding to executing environmental measures. And it provides the answer to the third sub-question.

The three sub-questions did not cover all parts of the research framework, leaving out manager- and club-factors that help determine the manager’s perception of certain external impetus and intrinsic desires coming from them selves. Factors that were supported to contribute to the manager’s perception were the manager’s own interests, the manager’s network of co-operators, the club’s and manager’s current reputation, the club’s and manager’s current facility status, the manager’s and the clubs current knowledge about the topic, the manager’s and club’s current resource status, and the clubs constellation/structure.

To answer the main question, a picture of the summarized factors and actors from the sub-questions and the manager factors were suitable:

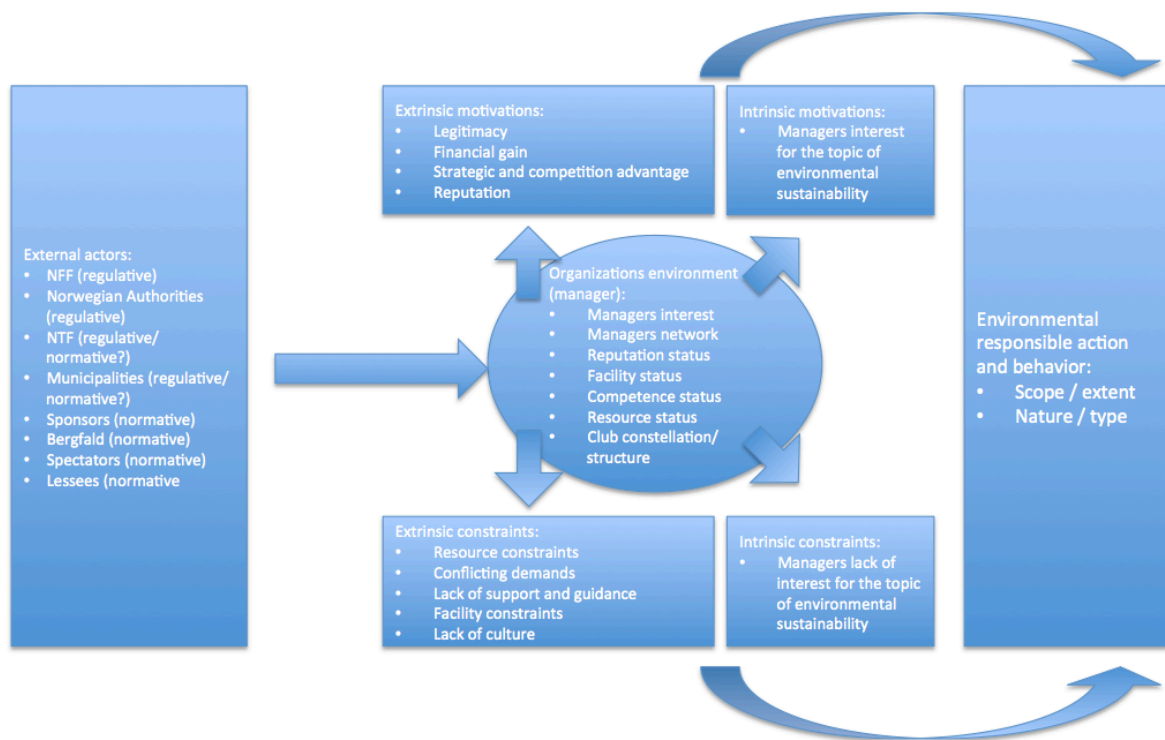


Figure 5: The research framework - summary of actors and factors

This thesis resulted in some implications to the literature. It was based on literature from different concepts and settings, which have been weaved together into this new setting, and in this manner brought literature from one setting to another, and enriched the field of ES in the literature. Findings in this thesis have mostly supported the literature, but even extended the information in detail, by being even more specific. By this I mean that the literature have supported connections between boxes in the framework, but findings have suggested and supported even more detailed examples of different connections, and even connections that were not mentioned in the literature. For instance, that league regulators, the authority, sponsors, spectators and lessees could motivate with legitimacy. That sponsors and spectators could motivate with economy. And that sponsors could motivate with strategic and competitive advantages. Bergfald could contribute with knowledge, and that the network of sponsors could be a source of conflicting demand. Figure 5 on page 76, indicate that the extrinsic motivations are mainly generated by external actors, while the extrinsic constraints are mostly generated by the manager's preconditions.

The findings have supported CSR literature to be relevant also for the setting of environmental measures, which was expected, as environmental measures are included under the big CSR-umbrella. To execute environmental measures could actually touch upon several other CSR areas, such as health activities when encouraging the spectators to cycle to the matches, and for instance educational activities when trying to educate the local community in recycling. Based on this, it was not very surprising that literature in the context of CSR, also seemed to be relevant for the specific area of environmental measures as well. But the findings also disagreed with the literature stating that managers fear that focus on environmental measures could overshadow the primary focus, to perform on the pitch. The findings did not disprove this, as they said it could be the case in theory, but they did not feel it as a threat in this case.

From the theoretical perspective pressure from stakeholders and league regulators were determined to be important for implementation of CSR initiatives. Both sponsors and The Association of Norwegian Football were emphasized as important actors in through thesis, which reflects their important role in this case. Sponsors were important as they were supported to connect to most factors, and The Association was supported to be important as the clubs managers addressed desire for increased focus and support from them. This implied new knowledge that both actors were important, not only in implementation of

CSR, but also in the specific context of implementing environmental measures in Norwegian football.

The perspective of intrinsic driving force among managers related to implementation of environmental strategies was new insight to the literature, as this area of literature was limited. Contributing with knowledge that the manager's inner driving force impacts the degree of environmental strategy in a club.

The theoretical implications provided a basis for future research. And it could build and compliment on this research, for instance by investigating from different perspectives. In other words investigate through the perspective of other participants, such as spectators, sponsors, the media, the municipalities, the broader community, Norsk ToppFotball, or for instance a mightier organisation such as UEFA. All the interviewees brought in relevant and interesting perspectives, and now seeing this, I believe interviewing other actors with other perspectives could support findings in this case, bring in new knowledge, or it could disagree with findings in this thesis. And that would open up for deeper and new knowledge.

Trendafilova, Babiak and Heinze (2013) stated that different teams and leagues have different cultures, and based on that I also assume that different countries have their own culture, as they have their own league. Based on this, I might suggest a comparative study. Comparing it to other countries and cultures. For instance, how can the situation be for managers in South-America, compared to Japan, China, Africa, US or in Europe? Each of these cultures could contain different actors and also factors.

It would also be reasonable to conduct a large-scale quantitative study, to test the generalisation of this study, as the sample size in this research was so narrow, and that some of the interviewees assumed their statements also applied for other clubs.

The added value of this research was that it provided a research framework and a starting point for future researchers that they could build upon, as the research framework open up for different content. The fact that the research framework is based on literature from ES as well as CSR, general businesses as well as sports, and also American culture and European, could indicate the flexibility of this research framework.

This research also has some practical implications, both on the level of the clubs, and The Association. For The Association this research shows that there are areas of unexplored potentials, and there are benefits by executing environmental measures, which could benefit the clubs and further The Association and Norwegian Football. For instance improved economy and reputation. The Association are already addressing topics as fair play, peace and social inclusion and youth development, topics that are related to CSR, and in this perspective familiar with environmental measures. This research helps identifying The Associations important role in this picture, and figure 5, on page 76, helps mapping which areas The Association could contribute at. And it has also indicated increased demand for help among other actors from The Association, to execute environmental measures.

For the clubs this research has shown that environmental measures comes under the big CSR-umbrella. This is relevant as clubs are already executing CSR activities. For instance, activities as tours around the local areas to visit smaller clubs, and letting children meet the coaches and the players. They are visiting schools and are addressing important topics as health and bullying. They are participating in charitable activities, and activities for social inclusion. This shows that the road from such activities to environmental measures should be very small, even if environmental measures would set different requirements to the clubs. Hans Hansen (Interview 1) even stated that only addressing this research topic helped him to reflect on the topic and becoming even more curious. This could further lead to more knowledge of how to execute environmental measures and help them execute better CSR. But as stated in the thesis, each environmental strategy has to be suited to each club with different preconditions. And to become very good in the future, you need to know how to get there, and you need to know where you are today. This framework and figure 5 on page 76, could help the clubs finding their current situation, and help them mapping the road further into improved environmental measures, and improved CSR.

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## 8.0 Attachments

### Appendix 1 – The literature review

Title	Authors	Underlying theoretical concepts	Theory employed	Methods applied	Conceptual vs. empirical study	Sample characteristics	Limitations	Key results
The Financial Fair Play Regulations of UEFA: AN Adequate Concept to Ensure the Long-Term Viability and Sustainability of European Club Football? (2012?)	Christian Müller, Joachim Lammert and Gregor Hovemann. (2012)	Financial sustainability, Financial Fair Play.	Hyperactivity by Akerlof (1976) and Agency theory by Alchian and Demsetz (1972)		Qualitative methods?	European Football	The case has yet to be fully implemented, and the final response has yet to be revealed	The FFP represent several remarkable steps, but that it probably requires amendments and enhancements in the future in reaction to the clubs behaviour to accomplish its intended objectives.
Corporate social responsibility and environmental sustainability: Why professional sport is greening the playing field (2013)	Sylvia Trendafilova, Kathy Babiak and Kathryn Heinze (2013)	Institutional theory and Corporate Social Responsibility.	Institutional theory, (DiMaggio and Powell, 1983) and A model for CSR adoption in professional sport. (2013)	Semi-structured interviews, websites and organisational documents and media reports	Qualitative method	NHL, MLB, NBA and NFL	The mechanisms of American sport are different than European sport → hard to generalize. And it do not describe the process of the forces leading to CSR.	Organizations can, or do, leverage key stakeholders in this process, including the media to communicate a focus, and to educate fans, and partnerships with suppliers and others who can provide knowledge about and synergies around environmental practices. There are institutional forces leading them to it.
Corporate Social Responsibility in the Scottish Premier League: Context and Motivation (2011)	Sean Hamil and Stephen Morrow (2011)	Stakeholder theory, Corporate Social Responsibility	Descriptive stakeholder theory, instrumental stakeholder theory and normative stakeholder theory. (Donaldson and Preston 1995)	Annual Reports and Club Websites, and Semi-structured Interviews.	Qualitative method	Clubs in the Scottish Premier League 2007-2008	More detailed study into whether other organizational forms such as community interest companies and mutually owned clubs controlled by their supporters could provide more effective vehicles which footballs social contract could be fulfilled	Football clubs are better positioned to act as vehicles for delivering CSR. The chaotic financial position and performance of professional football leagues, coupled with their corporate and corporate governance structure, restricts the opportunity for some clubs.
Professional Football Clubs Corporate Social Responsibility (2013)	Jens Blumrodt, Michel Desbordes and Dominique Bodin (2013)	Corporate responsibility, Corporate social responsibility and sport, and brand image.	Kellers model of consumer-based brand equity (Keller 1993)	Semi-guided interviews with spectators, questionnaire	Qualitative approach	Two clubs in First division football in France. The Stade Rennais Football Club and Football Club of Lorient.	Observation protocol could be enlarged, and model has to be confirmed. Should also be tested outside of France.	Spectators expect other accomplishments from the club, and one of these is reflected in CSR commitment. They require more entertainment and stadium quality.
Sustainability Initiative: A competing Values Framework (2012)	Gregory E. Robbins and Mary A. Page (2012)	Sustainability) and management	Sustainability, (World Commission on Environment and Development 1987), Innovation and Efficiency	Document analysis	Qualitative approach		Does not answer how to best achieve sustainability, do not describe different organizations so much as paradoxes or tensions within each	Illustrate the inherent paradox involved in most business operations. Grouping green initiatives by external/internal and efficiency/innovation.

							organization Very general and broad.	
A framework for debating the future of environmental sustainability in the sport (2011)	Cheryl Mallen and Chris Chard (2011)	Environmental sustainability, and sport environmental sustainability	Appreciative theory, trade-off, paradox and uncertainties.	Document analysis	Qualitative approach		Future research is needed to support the debate, and further research is necessary to guide actions for the way forward.	Framework for debating the concepts of Sport-ES, and encourage energetic debate among up and coming sport managers.
Determinants of Corporate Social Responsibility in Professional Sport: Internal and External Factors (2009)	Kathy Babiak and Richard Wolfe (2009)	Corporate Social Responsibility	CSR, Stakeholder Management, transparency, economics and passion.	Unstructured-interviews and organizational document analysis.	Qualitative approach	Sports executives (three NBA, two NHL, two, MLB and one from NFL)	The research is limited to MLB, NFL, NHL and NBA, and leaving European and other professional sports out. And they only focus on the good of CSR.	The primary drivers for CSR were external pressures, (context, content, constituents, control, and cause), as well as internal resources that are rare, valuable and inimitable.

## Appendix 2

### Interview guideline for The Norwegian Association of Football

#### Information

- Background and purpose of the interview
- Explain how the data will be used, and clarify confidentiality and anonymity.
- Clarifying question (ask if they have any questions before we begin)
- Ask for recording the interview and perhaps start the record.

#### General questions about The Association of Norwegian Football

- Can you tell about your experience in NFF, and which experience do you have from football?
- What is NFF and which functions do NFF have?
- Are NFF interested in increasing the clubs' environmental focus?
- Will Norwegian football as a whole benefit from greater environmental focus?  
-Keyword: reputation, spectators and commitment.
- Do the clubs need to submit any CSR reports or reporting its community management or environmental engagement? Keyword: Community report
  - Why or why not?
- Do you require the clubs/managers to do any environmental measures or engage in some certain programs?
  - Why or why not?
- Which area of focus would NFF recommend clubs to concentrate on if they had to do so, and why?
  - Waste
  - Energy
  - Water
  - Transport
  - Climate protection (recyclable material and emission)
- Do other leagues focus on environmental sustainability?
- Do you (NFF) have any expertise on environmental sustainability?

- Which guidelines may NFF set to lead the clubs for greater involvement in environmental sustainability?
- Which regulations may NFF set to force the clubs to greater involvement in environmental sustainability?
- Do NFF perceive any pressure from above regarding football clubs and environmental sustainability?
- Are there other organizations that can or do execute regulative pressure on the football clubs?

### Motivations and constraints

- Which factors do you believe is determining the football clubs environmental sustainability status?
- What might be the reasons for football clubs to engage in environmental sustainability?
  - Seeking legitimacy: What do you believe the clubs get back for it?
- Which strategic and competitive advantages might environmental sustainability/certification lead to? Is there any documentation for it?
- Do you believe clubs can reduce expenses on environmental measures?
  - Which expenses do you believe Norwegian clubs may reduce with environmental sustainability?
- What other extrinsic motivating factors may there be for clubs to engage in environmental sustainability?
- Do you believe that the clubs are potentially aware of the benefits?
- Do you execute any support/pressure above the clubs in being environmental sustainable?
- Do you believe clubs perceive a pressure/support in being environmental sustainable?
- What extrinsic constraints may there be for clubs to engage in environmental sustainability?

### External pressure

- Do you believe there are actors outside the clubs that do not what the clubs to engage in environmental sustainability? (Overemphasis)  
-Don't want it to effect the clubs primary product, and is afraid of overemphasis
- Will focus on environmental certification overshadow or effect the clubs primary product (performance on the pitch) in any way?
- Do you believe there are, or are you experiencing, expectations from Norwegian citizens and spectators above clubs as a central actor in local communities to be environmental sustainable?

### Summary

- Sum up the researchers understanding
- Were anything misunderstood?
- Do the interviewee have anything to add?
- Thanks for the interview



## **Interview guideline for Bergfald Miljørådgivere**

### Information

- Background and purpose of the interview
- Explain how the data will be used, and clarify confidentiality and anonymity.
- Clarifying question (ask if they have any questions before we begin)
- Ask for recording the interview and perhaps start the record.

### General questions about Bergfald Miljørådgivere

- What is Bergfald, and what is your function?
- Can you tell about your experience in Bergfald and the experience you have had with football?
- Is Bergfald interested in increased environmental focus among football clubs?
- How is Bergfald's certification program?
- Clubs and organisations that have been environmental certificated, do their managers have some leadership values in common, for instance in acting more responsible for their own and others actions?
- Will Norwegian football as a whole benefit from greater environmental focus?  
-Keyword: reputation, spectators and commitment.
- Do you exert any pressure on clubs in becoming or being even more environmental friendly?
  - How do you believe clubs are perceiving your pressure?
  - Can the absence of pressure be conceived as a constraint for clubs?
- Which area of focus would Bergfald recommend clubs to concentrate on if they had to do so, and why?
  - Waste
  - Energy
  - Water
  - Transport
  - Climate protection (recyclable material and emission)
- Which other businesses are focusing on environmental sustainability according to your experience?

### Motivations and constraints

- Do you know of any football clubs engaging in environmental certification systems?
  - Why do they or why do they not engage?
- Why should or should they not engage?
- What gains do the clubs get from being environmental certificated or engage in environmental programs/measures?
- Will they receive greater governmental support for utilizing green strategies?
- Can the clubs be certificated or environmental sustainable on their own, without support from stakeholders, such as suppliers or spectators? Or are the clubs depending on support and co-operation with their stakeholders?
- *The spectator tendency in Norwegian Football seems to be downward going. Will environmental certifications help turning the tendency, and bring more people to the stadiums, increase the commitment and the reputation?*
- Which strategic and competitive advantages might environmental sustainability/certification lead to? Is there any documentation for it?
- Will environmental certification help reduce costs and benefit the clubs economically in the long term and/or the short term?
  - In case not, will then the economy be a preventing factor for the clubs?
- What are the primary challenges for clubs that chooses to certificate?
- What seems to be the primary preventing factor regarding environmental certification and football clubs?
- Whether the clubs own their stadiums or not, does that effect the clubs regarding environmental sustainability? For instance effect the waste management, and ability to educate during matches?

### External pressure

- Will focus on environmental certification overshadow or effect the clubs primary product (performance on the pitch) in any way?
- Do you believe there are actors outside the clubs that do not want the clubs to engage in environmental sustainability? (Overemphasis)
  - Don't want it to effect the clubs primary product, and is afraid of overemphasis

- Do you believe there are, or are you experiencing, expectations from Norwegian citizens and spectators above clubs as a central actor in local communities?

### Summary

- Sum up the researchers understanding
- Were anything misunderstood?
- Do the interviewee have anything to add?
- Thanks for the interview

### Additional questions to maybe include

- *Those managers and organisations that have been environmental certificated, do they seem to be more intrinsically interested in the topic?*
- *Do the clubs and managers facilities and tools reflect their intrinsic interests?*
- *What environmental status would you set for the Norwegian football clubs today?*
- *Is it a correct assumption that environmental sustainability is more in focus among festivals, sports tournaments/events like OL, WC, and other than in football clubs daily operations?*

## **Interview guideline for clubs**

### Information

- Background and purpose of the interview
- Explain how the data will be used, and clarify confidentiality and anonymity.
- Clarifying question (ask if they have any questions before we begin)
- Ask for recording the interview and perhaps start the record.

### General question about the club

- Can you tell about your position in the club and experience with environmental sustainability?
- Which leader values do you have and which values and visions do the club have?
- What are your general thoughts about environmental sustainability?

### Motivations and constraints

- Which factors are determining your clubs environmental status today?
- What gains do the clubs see from engaging in environmental sustainability?
  - What might be the reason for some clubs to engage in environmental sustainability programs?
  - What do they get back for it?
- Will you receive greater government support for utilizing green strategies?
- Do you and the clubs see potential economic benefits in environmental engagements, and are you motivated by it?
  - In case not: Do you perceive resource as a constraint?
- Do you believe that environmental sustainability might result in strategic or/and competitive advantages?
- How can environmental sustainability be used as a strategic and competitive advantage?
- Do you own your stadium yourself? How does it possibly affect your prerequisites regarding conducting environmental measures?
- Do the clubs constellation and structure generate conflicting demands regarding environmental certification?

- Which factors do you think is preventing clubs from focusing / or focusing more on environmental sustainability, and why?
  - Resource constraint
  - Waste management
  - Conflicting demands
  - Lack of support connected to lack of sponsor network
  - Facilities
- Which factor would you state as the main preventing factor for clubs, and why?

### External pressure

- Do you experience pressure from the media, certification organizations, from the stakeholders or/and the local community? Any pressure or expectations from the costumers, or any other foundations? And does such pressure potentially affect you and your club?
- Do you experience support or guidance for how to conduct environmental friendly measures from NFF?
- Do you experience support or guidance for how to conduct environmental friendly measures from other stakeholders?
- *Will you need to change your visions if environmental sustainability becomes a regulation from NFF?*
- And are you supplied with environmental supplies? Is it difficult getting suppliers to offer environmental supplies?
- Do the clubs perceive any pressure from stakeholders, spectators or the local environment that do not want the clubs to engage in environmental programs?
  - Afraid of overemphasis
- Will focus on environmental certification overshadow or effect the clubs primary product (performance on the pitch) in any way?
- Do you believe there are, or are you experiencing, expectations from Norwegian citizens and spectators above clubs as a central actor in local communities?

### Manager / club factors

- Do you believe that clubs and managers that have been environmental certificated have common leadership values, different from other organisations and clubs that have not been certificated?
- Do you think that your leadership values are reflecting the clubs environmental sustainability status?

### Summary

- Sum up the researchers understanding
- Were anything misunderstood?
- Do the interviewee have anything to add?
- Thanks for the interview

### Additional questions to maybe include

- *Seeing other successful clubs regarding environmental sustainability, does that encourage and motivate you?*
- *Do the clubs like to do environmental sustainable measures, because of intrinsic motivation?*
- *Do the stadium have places/facilities for educating spectators about recycling during the matches?*
- *Do your and your clubs facilities and tools reflect your intrinsic interests regarding environmental sustainability?*