

**ANALYSIS OF THE CORPORATE SOCIAL INVESTMENT MOTIVES
AND BENEFITS BEHIND THE SPONSORS' INVOLVEMENT WITH
PARKRUN SOUTH AFRICA**

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Declaration

I, Jonathan Fordyce, hereby declare that this research is my own original work, all references have been accurately acknowledged and reported and, this research has not, in its entirety or in part, previously been submitted to any Institution in order to obtain an academic qualification.

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Date: 13 June 2016

Abstract:

This study is a qualitative investigation into the area of Corporate Social Investment (CSI) of non-profit organisations (NPOs). The focus of the study is on the non-profit organisation Parkrun South Africa (Parkrun SA) and its three major sponsors, namely Blue Label Telecoms, Discovery Vitality and Dis-Chem Pharmacies. The research analyses and subsequently posits the various benefits and motivations of the sponsors' CSI initiative with Parkrun SA. Semi-structured, one-on-one interviews were carried out with the three sponsors to establish these benefits and motivations. The interviewees were selected based on their involvement and influence in establishing and governing their organisations' CSI initiative with Parkrun SA.

The research compared the benefits and motivations, highlighted by the sponsors during the interviews, to the current body of knowledge and literature on CSI. From the interviews it became evident that the benefits and motivations, pertaining to each sponsor, are well aligned to the current literature on CSI benefits and motivations. The benefits and motivations of the three organisations were also deemed very similar.

Upon evaluation of the research, it became evident that the most essential motivator for all three sponsoring organisations is commercial. Key to all the sponsoring organisations involvement with Parkrun SA, is the potential return on investment through the various commercial aspects of being associated with such an initiative.

Branding was the biggest benefit named by all three sponsoring organisations, however, creating a healthy society emerged as a major benefit too. It can be argued that health has become a major benefit for the sponsors because of the success and exponential growth of Parkrun SA. This growth has captured a large audience and in so doing, created major health benefits for the vast array of participants.

Finally, through the data collection and analysis it became clear that the sponsors all view their CSI initiative with Parkrun SA as a major success. It is however, recommended that Parkrun SA start to grow their organisation to match the sustained growth seen in the country. There is a need to expand the organisation in terms of employees and transparent corporate reporting to deal with this growth and keep the sponsors satisfied while also keeping additional sponsors fascinated.

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Chapter 1: Introduction:

1.1 Research Title

The research is titled, 'an Analysis of the Corporate Social Investment motives and benefits behind the sponsors' involvement with Parkrun South Africa'.

1.2 Background

The concept known as Parkrun is a free timed 5km run, held every Saturday at 08h00 across the globe. The initiative was started in 2008 by Paul-Sinton Hewitt in the United Kingdom, with the first event being held at Bushy Park, England. It has since grown rapidly and it currently spans 10 countries across the globe, with roughly two million registered runners (Parkrun Global, 2015). Parkrun is a non-profit organisation and has a strict policy of making sure all events are free and accessible for all. Runners register online free of charge, all they are required to bring is a printed barcode to scan at the end of the event to be able to receive their weekly results (Parkrun Global, 2015). The South African version of Parkrun is a franchise of Parkrun Global. It was introduced in South Africa by Bruce Fordyce in 2011 and has since experienced tremendous popularity and success.

1.3 Research Problem

1.3.1 First Problem

Since Parkrun SA's inception in 2011, the organisation has grown from 18 runners to roughly 265 000 and from one event to over 70 (Parkrun SA, 2015). The growth in South Africa has been unparalleled across the globe. Parkrun SA country manager Bruce Fordyce believes the growth of Parkrun SA has seen an influx of sponsors wanting to be involved, yet there is a limit to the amount of sponsors the event can procure (Fordyce, 2015). The research will clarify what motivates and benefits each sponsor to allow Parkrun SA to better understand their current sponsors' needs and any potential future sponsors (Fordyce, 2015).

1.3.2 Second Problem

The research will provide organisations with an opportunity to understand the benefits and motivations of a Corporate Social Investment ("CSI") with a non-profit organisation such as Parkrun SA. There is a gap in the literature on CSI of non-profit sporting events such as Parkrun SA. The research aims to contribute towards closing this gap, by

developing the benefits and motivations of CSI on non-profit sporting events, and to see whether the benefits and motives are the same or similar to 'conventional' CSI initiatives.

1.4 Definition of Key Terms

1.4.1 Corporate Social Responsibility

Conventional CSI, and its umbrella term "Corporate Social Responsibility" ("CSR"), are deemed to have stemmed from the vast array of issues we see throughout the world today. We live in a time where millions of people are destitute, oppressed, sick or disadvantaged in some way or form. We also live in a time where environmental challenges and problems increase daily (Martin, 2007; Global Compact LEAD, 2012). At the same time, we live in an increasingly inter-connected world, which has accelerated globalisation and allowed for free markets and huge economic growth (Faulconbridge and Beaverstock, 2009). Businesses are increasingly encouraged to respond to the many issues plaguing the 21st century society, because they have the power and ability to make a substantial positive difference. Businesses have the social responsibility to move beyond the one dimensional profit oriented view suggested by Friedman (1970), to a holistic approach involving a focus on the triple bottom line of sustainability (Galpin, Whittington and Bell, 2015). Organizations are now increasingly getting involved in activities that fall under the umbrella of Corporate Social Responsibility (CSR), activities such as the focus of this study, Corporate Social Investments (CSI) (Hinson and Ndlovu, 2011).

The term CSR has evolved over the years from its first formal definition in the 1950's. There is, however, widespread confusion on the actual definition of the term because of the ever-changing character of CSR practices (Rahim, 2013). Amongst this confusion however, there remain three core principles of CSR: namely social, environmental and economic responsibility. This triple bottom line responsibility extends to all stakeholders and the society in which the organisation operates (Rahim, 2013). CSR is about being a good corporate citizen and, as such, a number of concepts and terms consequently fall under this CSR umbrella, such as corporate philanthropy, corporate citizenship, business ethics, socially responsible investing, triple bottom line sustainability, corporate social performance and corporate governance (Silberhorn and Warren, 2007; D'Amato, Henderson and Florence, 2009; Kanji and Chopra, 2010). In the South African context, the King III Report on Corporate

Governance promotes CSR with a focus on good environmental and social practices (King III, 2009). The devastating effects of Apartheid in South Africa have left the country with many challenges and as such, the application of CSR in South Africa extends to making a positive impact in specific areas such as unemployment and skills and educational development. (Aletter, von der Burg, Zanel, Molewa, Westerwelle, Niebel, Boddenberg, and Conze, 2010).

1.4.2 Corporate Social Investment

CSI is one such way organisations are able to make a positive impact in these areas. CSI is a term that falls under the CSR umbrella and is the focus of this research. The difference in the terms is not so much principle but rather, practice as CSI is more focused on developing people living in communities rather than the environmental issues (May, 2006; Nyahuye, 2012). CSI is essentially a partnership between organisations and communities to develop communities using corporate resources as part of a company's heartfelt responsibility towards society (Nel, 1998; Cooke, 2010). The main areas of focus of CSI's are around education, housing, health, welfare, unemployment and job creation, community development and empowerment, small business (SME) expansion, and rural advance (Nyahuye, 2012). This study on Parkrun SA focuses on the health aspect of community development and the specific motivations and benefits that surround it.

1.4.3 Motivations

The first aspect of CSI investigated in the research, focuses around the motivations behind the sponsors' involvement with Parkrun SA. A motivation is defined as a "process by which a goal-directed activity is instigated and sustained" (Choy, 2005, p.1). In terms of CSI motivations, there are both internal and external motivators, which will be investigated and uncovered throughout this research.

1.4.4 Benefits

The second aspect of this research on CSI revolves around the benefits of CSI. A benefit is defined as an advantage gained from a particular initiative. Benefits come in a wide variety of forms from tangible to intangible (Schmidt, 2004). The benefits of the sponsors' CSI initiative with Parkrun SA will be investigated and compared to the current body of knowledge which is further discussed in the Results and Discussion section (Chapter 4).

1.5 The Research Site

The three sponsors involved in the CSI initiative with Parkrun SA and, therefore, this research are:

Blue Label Telecoms:

Blue Label Telecoms (“Blue Label”) was founded in 2001, by Brett Levy and Mark Levy. Their core operations are focused around the virtual distribution of electronic tokens of value. These tokens include airtime, electricity and ticketing. Blue Label’s operations extend from South Africa to India and Mexico (Blue Label Telecoms, 2016). They were the first to officially sponsor Parkrun SA and have been a major sponsor since its inception in 2011. According to Ingrid Hindley, when answering Question 3 of Appendix A, Blue Label focuses their CSI initiatives on three areas, namely: people that actually use their products, areas that are relevant for the country and thirdly, towards developing the youth.

Discovery Vitality:

Discovery Ltd was founded in 1992 by Adrian Gore and is primarily an insurance company. Discovery Vitality is a division of Discovery Ltd and their focus is to incentivise people to get healthier through their business model of shared value (Discovery, 2016). Discovery Vitality is the division involved with Parkrun SA and thus, is the division that is predominantly focused on throughout the research. Discovery Vitality joined Parkrun SA a year after its inception, in 2012. Craig Nossel (Appendix A, Question 3), believes that Discovery Ltd currently has their CSI initiatives unaligned to their business and he believes they need to be more closely aligned. The main focus of their CSI initiatives is around the delivery and infrastructure of health care in communities (Discovery Ltd, 2014). Craig Nossel (Appendix A, Question 8) believes, Discovery Vitality, on the other hand, has a focus on incentivising their customers to be healthier and thus Parkrun SA is an ideal CSI fit.

Dis-Chem Pharmacies

Dis-Chem Pharmacies (“Dis-Chem”) was founded in 1978 and since its inception they have been a leader in the pharmaceutical industry in South Africa. Dis-Chem offers a wide variety of products from the following categories: beauty, health food, sport supplements, health and well-being. Their slogan is “Pharmacists Who Care” and thus,

they have a strong focus on providing back to the community through their foundation, the Dis-Chem Foundation (Dis-Chem, 2016). According, Brandon Fairweather (Appendix A, Question 3), it is around this slogan that Dis-Chem focuses their CSI initiatives by trying to show they actually care. Dis-Chem is the newest of the sponsors being interviewed having only teamed up with Parkrun SA in June 2015.

1.6 Significance of the study

According to the literature, there are many motivations and benefits of CSR/CSI initiatives. However, while there is a vast amount of literature on CSR, there is less on CSI as it is a newer concept (Hinson and Ndhlovu, 2011). This paper serves to better understand CSI and add to its ever-growing pool of literature.

Parkrun events take place off the road in parks and in natural environments across the globe, hence the connotation behind the initiative's assigned name (Parkrun Global, 2015). Accordingly, Parkrun stimulates the use of green spaces. A green space is defined as an ecological space that has plant and animal biodiversity and is situated outdoors (M'Ikiugu, Kinoshitaa and Tashiroa, 2012; Munien, Nkambule and Buthelezi, 2015). The use of green spaces provides enormous value throughout the globe but none more so than here in South Africa, where the lack of the use of green space is a growing problem (Mensah, 2014). In order for Parkrun SA to continue to encourage the use of green spaces, they need to continue to grow and the key to their growth is the procurement and retention of new and existing sponsors. This research will provide the basis for the procurement and retention by helping to understand the sponsors' needs.

South Africa has a long standing history of poverty and inequality and according to the literature, the term CSI is thus abundant in South Africa and it even points to the fact that CSI stems its roots in South Africa, making the research close to home (Hinson and Ndhlovu, 2011; Skinner and Mersham, 2008; The Sustainable Business Handbook, 2008). Proper implementation of CSI has the ability to make a fundamental and sustained difference to the many issues facing South Africa and as a result, this area of research is very significant.

Health issues are rife in South Africa, ranging from HIV/AIDS to obesity. The morality rate of non-communicable diseases such as obesity, diabetes and heart disease have increased significantly over the years, not just in South Africa, but worldwide (Harrison,

2009). A study by Statistics South Africa (2013) estimated that 76 468 South Africans died from circulatory diseases which is 16.7% of the total morality rate. This was the second highest morality contributor for 2013. According to Myers (2003), exercise has the ability to reduce your chances of heart disease and improve your overall health in numerous other ways. Understanding what motivates and benefits organisations to be involved in CSI initiatives such as the one with Parkrun SA is important in allowing more initiatives such as this to develop. The more initiatives there are like this, the more South Africans will be healthier, which in turn will reduce the overall mortality rate. Furthermore, the health benefits of initiatives similar to the aforesaid can be applied to populations on a global basis.

Added to the significance, is the lack of literature on health development and sporting CSI initiatives and this research aims to add to this body of knowledge. The Parkrun SA case study is also unique in that some of the sponsors potentially view it as a sponsorship initiative, rather than a CSI initiative. However, the fact that Parkrun SA is a sponsorship of a non-profit organisation, allows it to fall under the CSI umbrella. This will be further unpacked and developed throughout the research and more specifically in the Results and Discussion section (Chapter 4).

1.7 Research Objectives

This research is centred on the umbrella concept of Corporate Social Responsibility (“CSR”) and more specifically, the area of Corporate Social Investments (“CSI”). This research is qualitative, making use of personal interviews, and aims to identify the motivations and the benefits of each organisation’s CSI with Parkrun SA. The main goals of the research are to:

- i. Identify the different motives and benefits behind the organisations’ sponsoring of Parkrun SA.
- ii. Compare and evaluate the three different sponsors’ motives and benefits.
- iii. Provide recommendations to Parkrun SA on how to preserve and enhance their relationship with current sponsors and any potential future sponsors.

1.8 Scope of the Research

The research is limited to exploring the motivations and benefits of the sponsors’ CSI initiative with Parkrun SA. The research will however, also explore the

recommendations provided by each sponsor to preserve or enhance their relationship with Parkrun SA and then posit these recommendations to Parkrun SA.

Chapter 2: Literature Review:

2.1 Introduction

The intention of this chapter is to analyse and present the key conceptual elements that are the focus of the research. The three key conceptual elements of this study are CSI, motivations and benefits. The following literature framework will divulge into these three elements with special reference to the benefits and motivations behind CSI. There will be reference to sponsorships under the CSI heading (Section 2.2.7) as two of the organisations being researched view their partnership with Parkrun SA as a sponsorship more than a CSI.

2.2 Corporate Social Investment

2.2.1 Defining CSR

Donating resources to the good of society was previously viewed as something that “undermines the market mechanism, jeopardises organisational survival and places management in the role of non-elected policy makers” (Hinson and Ndhlovu, 2011, p.335; Carson, 1993; Friedman, 1970). There has, however, been an evolution in organisational behaviour from organisations being centred around the bottom line and behaving in a historically unsustainable manner (Smith, 1994) to organisational responsibility, while pressures have increased on organisations to validate their social responsibility (Brammer and Pavelin, 2005). Business perspectives have shifted from the view of only an interest in satisfying the shareholders to having a responsibility of helping solve society’s problems (Hinson and Ndhlovu, 2011). The reason for this development or transition of business perspective is that, according to Hinson and Ndhlovu (2011), ethical behaviour is more profitable than unethical behaviour. Added to this, is the vast array of issues plaguing the world we live in, ranging from social to environmental issues (Martin, 2007; Global Compact LEAD, 2012). Businesses have the influence and capacity to make sustained positive improvements to these issues (Global Compact LEAD, 2012). Consequently, success in the 21st century is centred on increasing both your bottom line and being a good corporate citizen and as such, terms such as CSR have emerged (D’Amato, Henderson and Florence, 2009).

CSR has had a long and renowned history however, formal writing on the subject and formal practice of the concept started around the 1950’s (Carrol, 1999). Thwaites (2012) however, suggests that although the concept is believed to have started in the 1950’s,

there is evidence to suggest it has roots that can be traced back to the industrial revolution. The first formal definition of CSR was constructed by Bowen (1953, p. 6) “It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.”

Since this initial definition, there has been widespread debate and confusion on the actual definition of CSR (Rahim, 2013). This confusion results from ever-changing nature and character of CSR practices (Rahim, 2013). A study conducted on the various definitions by Smith (2011) resulted in an attempted universal definition, which describes CSR as “a business system that enables the production and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices” (Smith, 2011, p. 1). Cooke (2010 p. 72) suggests that CSR is defined as, “the need for business to operate with greater mindfulness of both its societal impact and its responsibilities to a broader stakeholder group”. Hinson and Ndhlovu (2011) see CSR as the organisation “being able to balance the interests of not only itself but of all its stakeholders within its strategic planning and its core operations”. CSR is about recognizing that reputation is essential and the management of it in particular, branding and marketing must be enjoyed by people while long-termism is vital for your organisation (Brown, 2003) CSR involves thinking of the business not as a separate isolated entity but as part of the social, economic, environmental and political sphere (Thwaites, 2012; Rahim, 2013). CSR also involves encompassing a world - view on your organisation and not just a view of your national or regional interests (Thwaites, 2012). An example of this is the 2008 global financial crisis, which affected organisations and countries around the globe (Thwaites, 2012). Although there remains confusion around the term, what remains constant are the core principles of CSR, namely economic, social and environmental responsibility of businesses to its stakeholders and the society in which it operates (Rahim, 2013).

To add to the understanding and definition of CSR, one notes that CSR can be viewed under slightly different labels. Some refer to it as corporate citizenship, sustainable business, corporate philanthropy and corporate responsibility (Kanji and Chopra, 2010). Another term used is “corporate social performance” and a lot of the literature analyses the effect of corporate social performance on corporate financial

performance (Brammer and Pavelin, 2005). CSR is concerned with being a good corporate citizen (Skinner and Mersham, 2008) which is defined as “one that has comprehensive policies and practices in place throughout the business, that enable it to make decisions and conduct its operations ethically, meet legal requirements, and show consideration for society, communities and the environment” (Fig, 2005, p.601). CSR is about operating a business in a socially responsible manner taking into account ethics, human rights and the environment while being economically and socially active (Kanji and Chopra, 2010; Rahim, 2013). One needs to be aware of not only the internal practices of your business, but also the external reviews that can affect your image and performance (Waddock and Graves, 1997). For the purpose of this research and how it links to CSI, the definition by Cooke (2010) and Hinson and Ndhlovu (2011) of viewing and being aware of your broader stakeholder and their interests as well as operating with awareness of all societal issues of your business, will be used to understand CSR and its link to the research, and the more focused term of CSI.

In South Africa, the King III Report on Corporate Governance promotes such organizational behaviours with a focus on good environmental and social practices (King III, 2009). The King IV (although still in draft), continues this approach with added importance surrounding not viewing either environmental or social matters in isolation but rather developing strategies that encompasses the entire triple bottom line (King IV Draft, 2016). The King III report and the subsequent King IV Draft both stress the importance of integrating strategic sustainability and social transformation to address and redress the issues our country faces (King III, 2009; King IV Draft, 2016). Consequently, the application of CSR in South Africa, is not only on concerned with corporate citizenship or governance but also on making a sustained and positive impact in areas such as skills development, Broad Based Black Economic Empowerment (“B-BBEE”) initiatives, educational development and economic growth policies (Aletter, von der Burg, Zanell, Molewa, Westerwelle, Niebel, Boddenberg, and Conze, 2010).

2.2.2 CSI definition

As mentioned CSI stems from the concept of CSR, but presents itself as a more focused version of CSR with the predominant focus being sustainable development, governance and partnerships (Hinson and Ndhlovu, 2011). CSI “encapsulates the

essence of this shift towards more strategic programming, as opposed to corporate philanthropy” (Hinson and Ndhlovu, 2011, p.340). Naidoo (2009) expands this view by suggesting that CSR activities are a company’s internal value system, whereas CSI initiatives are the organisations’ external contributions. A more simplistic definition of CSI is the “allocation of corporate resources for social good” (Cooke, 2010, p.73). CSI can range from forms of financial investments and use of company infrastructure to managerial expertise, skills development and other community projects (Cooke, 2010).

CSI is concerned with establishing social infrastructure while contributing to the uplift of communities through providing technology, skills and education (Kanji and Chopra, 2010). Acting as an investment, the “investor” often expects something in return for his investment and thus, it is more strategic (Cooke, 2010). “An investment implies that a return is expected” (Hinson and Ndhlovu, 2011, p.340). In order to properly understand CSI, one needs to look at both the Keynesian analysis and a neo-classical approach. The neo-classical approach focuses on profit maximisation and cost minimisation (Hinson and Ndhlovu, 2011). Neo-classical theorists believe that CSR is not concerned with the wider stakeholder engagement and society but rather, that organisations should be solely focused on their economic and legal duties (Hinson and Ndhlovu, 2011). Business should be about minimising costs and maximising profits so long as it is within the bounds of the law (Hinson and Ndhlovu, 2011). The Keynesian approach is one where the business encompasses economic, social, technological and environmental aspects and, furthermore, businesses of today are viewed as needing to develop society and the community at large (Hinson and Ndhlovu, 2011). CSI is concerned with adopting both of these perspectives by a term called new institutional economics (Hinson and Ndhlovu, 2011). In the research going forward, the theories and principles of the Keynesian approach will be focused on.

2.2.3 CSI in South Africa

The literature seems to suggest that CSI is a term that developed in South Africa and thus, this research is highly relevant. According to Hinson and Ndhlovu (2011), the term CSI is a South African phenomenon and a form of CSR interpreted as strategic philanthropy, where “the use of the phrase corporate social investment is a peculiarly South African development” (Skinner and Merham, 2008). Its roots are traced back to South Africa’s historical developments (Skinner and Merham, 2008). Therefore,

because its conceptual understanding is seen as having originated in South Africa, the relevance of the research is emphasised by conducting the research within South African organisations.

Corporate support for the capitalist Apartheid regime and the exploitation of black people under said regime, earned capitalism a bad name amid many South Africans (Skinner and Mersham, 2008). Consequently, CSI came about in South Africa, in the post-apartheid era through a need to redress the damage of apartheid through the mechanisms of affirmative action, skills development and then policies such as B - BBEE (Hinson and Ndlovu, 2011). CSI falls under the residual element on the scorecard with a view that companies should spend at least 3% of their profits on CSI and industry initiatives to gain the 10% weighting allocation for attributed to the residual element (Skinner and Mersham, 2008). By adding a CSI target for businesses, government has made CSI a corporate agenda (Skinner and Mersham, 2008). South African CSI contributions by business are seen, therefore, as cosmetic and self-serving (Skinner and Mersham, 2008). The introduction of a B-BBEE scorecard, which includes a category of CSI helped jumpstart the South African phenomenon of CSI and helped speed up the goal of transformation (Hamann, 2009). In turn, there was a shift from 'responsibility' to the more favourable term 'investment', in terms of which there was a need to do something ethical because of an imposing responsibility (Skinner and Mersham, 2008). The socially responsible investment ("SRI") index, which was introduced in 2004, has also had a big contribution to CSI development in South Africa (Skinner and Mersham, 2008). The SRI index is concerned with measuring the triple bottom line of the organisations on the JSE (Skinner and Mersham, 2008) while also emphasizing sustainability standards and tools (Thwaites, 2012).

The CSI Handbook (Triologue, 2013) breaks CSI into two distinct categories to determine CSI expenditure in South Africa. Namely the broad definition which states that "all social spend, which includes social investments made by other business divisions as well as non-cash contributions such as donated goods, products, or volunteer time during work hours" and the narrow definition stating that "expenditure allocated specifically to CSI programmes through dedicated CSI departments, divisions or foundations" (Triologue, 2013, p.38). CSI expenditure in South Africa under the broad definition for 2014 was R8.2 billion, a rise of 4% from 2013. However,

if you take inflation into consideration it declined by 2% thus CSI expenditure is stagnating (Triologue, 2013). This is the first decline seen in CSI expenditure in 10 years in South Africa (Triologue, 2013). The broad definition is more relevant to the research at hand and will thus be used in the development of this research.

2.2.4 CSI Globally

CSI development across Africa owes a lot to South Africa, who continues to employ the most widespread public relations practices on the continent (Skinner and Mersham, 2008). Although prevalent in South Africa, CSI occurs within the boundaries of both developed and developing countries (Warhurst, 2001). It is however, seen more frequently in developing countries where there has been increased pressure on enterprises to provide social services and welfare programmes that government cannot provide on its own (Hinson and Ndhlovu, 2011).

Investment is needed not only in South Africa, but across the globe as Sánchez (2000) argues by stating that investment is needed in El Salvador following the effects of the civil war. To achieve this, a similar perspective was required as has been seen in South Africa, with a new relationship between government and business to provide the resources necessary to rebuild (Sánchez, 2000). The US had similar requirements after World War II to help develop social and community services (Sharfman, 1994). Increasingly, the private sector is playing a fundamental role in confronting some of the world's biggest social, environmental and governance issues (Global Compact LEAD, 2012).

The global development of CSI came about through the term ethical investment which was then replaced with the term socially responsible investment (Sparkes and Cowton, 2004; Global Compact LEAD, 2012). CSI has become more relevant across a global scale since the initiatives led on major brands such as Nike and McDonalds (Irwin, 2003). Technologies such as the internet have made these companies more sensitive to their social role in society (Irwin, 2003). There are a number of examples of CSI initiatives globally, for example Deutsche Telekom who strategically invest in global social issues (Global Compact LEAD, 2012).

2.2.5 CSI characteristics

As mentioned above, CSI is globally recognised as corporate philanthropy, CSR or socially responsible investment, and, for the purposes of this research the fundamental

definition and practices are the same. Bruch and Walter (2005) discuss four types of corporate philanthropy, namely peripheral philanthropy which is charitable initiatives as a means to enhance their views by the external environment and better position themselves in an increasingly competitive market (Bruch and Walter, 2005). Constricted philanthropy is more concerned with organisations aligning their main activities with their CSI donations, but the organisation harnesses their companies' main activities for social purposes while overlooking the external stakeholder perspective (Bruch and Walter, 2005). Dispersed philanthropy characterizes CSI with a general lack of any strategic direction (Bruch and Walter, 2005). Finally, strategic philanthropy which has been described by Bruch and Walter (2005) as the most effective form, due to the fact that organisations align their CSI with the core competencies of their organisations allowing the investment to be much more effective for both parties resulting in "a win-win situation" (Triologue, 2013, p.19). "Aligning your social development work with your core business can bring about a win-win situation" (Triologue, 2013, p.19). The Global Compact LEAD (2012) echoes this view by suggesting that companies are realising the benefits of aligning their social investment to their core business activities.

Mersham and Skinner (2008) point to six characteristics and approaches of strategic CSI by organisations, namely Public Relations Management CSI, reputational focused CSI, charitable giving, grant making, social investments and the social change approach. The Global Compact LEAD (2012) suggests four steps to employing a successful CSI, namely strategy, execution, collaboration and measurement. All of these are employed by organisations with regards to the different approaches towards CSI. Skinner and Mersham (2008) further this by saying those who participate in CSI activities for publicity stunts are more focused on the business benefits of their CSI (discussed below) and those who focus on the social aspects are focused on creating long lasting social benefits. The focus should be on strategic CSI which balances both of these benefits for the better of both the parties involved in the CSI initiative (Skinner and Mersham, 2008). For the purpose of this research, all the different characteristics and ways of doing CSI will be taken into account and further developed in the Results and Discussion section (Chapter 4). analysis section.

2.2.6 CSI in the research context

The research focuses on three organisations' approaches to CSI and their CSI involvement with Parkrun South Africa. In order to better facilitate the study, it is important to understand how the three organisations view CSI. Concerning their social practices, Blue Label is trying to align its transformation approach to the B-BBEE codes and the focus of their investment in CSI is around the training and development of staff, socio-economic development and enterprise development (Blue Label Telecoms, 2014). Parkrun SA is seen as a socio-economic development with a specific focus on enterprise development, where the following is stated in their annual report: "The Group was instrumental in establishing Parkrun SA, assisting it financially, strategically and operationally" (Blue Label Telecoms, 2014, p.88). They also make mention of the fact that Parkrun SA is 51% black-owned (Blue Label Telecoms, 2014).

Discovery does not make specific reference to Parkrun SA in their socio-economic section, but they define their socio-economic contribution in South Africa as "aligning corporate social investment and enterprise development initiatives with national priorities" (Discovery, 2015). Discovery is aligned with focusing on the health of the people of South Africa (Discovery, 2015). Parkrun SA however, is situated in its outdoor sponsorship section (Discovery, 2015). Dis-Chem contributes to the community by their corporate social investment initiatives that are built on "providing care and support to improve the lives of individuals while relieving the burden on communities, families and friends" (Dis-Chem, 2016). Dis-Chem achieves this through their foundation, the Dis-Chem Foundation (Dis-Chem, 2016). Dis-Chem makes no specific reference to Parkrun SA but this could be because of how new the initiative is for them.

2.2.7 Sponsorship

Some organisations may view their CSI initiative with Parkrun SA as more of a sponsorship, as can be seen in the previous paragraph. For the purpose of this research, it is important to understand what a sponsorship is, whether it is charitable giving or a mutually beneficial relationship. A sponsorship is defined as "the underwriting of a special event to support corporate objectives by enhancing corporate image, increasing awareness of brands, or directly stimulating sales of products and services (Javalgi, Traylor, Gross and Lampman, 1994, p.48). Literature suggests a sponsorship is an investment in a particular organisation or event in exchange for the

commercial benefit and potentials the event has access to or is associated with (Meenaghan, 1991; Kuzma and Kuzma, 2009).

When an organisation sets up a sponsorship with another organisation, either an event or project in the process known as sponsoring, they associate their name with an event and therefore the company can share the image of the event (Javalgi *et al*, 1994). This is similar to how a celebrity endorses a product (Javalgi *et al*, 1994). Sponsors use this image to improve the overall reputation of their organisations (Menon and Kahn, 2003; Kuzma and Kuzma, 2009).

There is a growing trend of cause-related marketing, advocacy advertising, sponsorships with non-profit organisations (“NPO’s”) and strategic sponsorship of community events (Menon and Kahn, 2003), particularly when organisations want to illustrate to their stakeholders that they are socially responsible (Lacey, Close and Finney, 2010). Porter and Kramer (2002) clearly believe that cause-related marketing is being used more frequently concerning CSI initiatives of organisations as a form of advertising or branding. Sponsoring events that are socially good, for example a health event, can play a major role in brand strengthening particularly amongst the events customers (Lacey *et al*, 2010). One of the major benefits associated with sponsorships for the sponsoring organisation are financial returns and in some cases, this is the sponsors’ only goal (Lacey *et al*, 2010). However, according to Javalgi *et al* (1994) a CSI sponsorship should be seen as a “patronage”, which is altruistic whereby the sponsor does not expect any form of tangible benefit in return. Kuzma and Kuzma (2009) echo this view by suggesting that an act of philanthropic sponsorship should not expect a return on investment. The literature consequently suggests that if there is a philanthropic motive behind the sponsorship then nothing should be expected in return (Kuzma and Kuzma, 2009; Javalgi *et al*, 1994). However, as has already been discussed earlier in this chapter (Section 2.2.2), CSI initiatives are much more strategic in nature, and organisations now expect a return on investment from their CSI initiatives (Cooke, 2010). The strategic nature of CSI initiatives (Cooke, 2010) can thus be seen as the reason for some confusion between the sponsoring organisations and how they view their involvement with Parkrun SA (sponsorship vs CSI). A sponsorship and a commercially driven CSI initiative can consequently be seen as similar in many aspects, particularly with regards to their benefits and motivations

which remain very commercially oriented (Kuzma and Kuzma, 2009; Lacey *et al*, 2010; Hinson and Ndlovu, 2011).

For further understanding of the research and its context, it is important to understand the sponsoring of an NPO and the literature on it. In South Africa in 2014, there was a clear preference of CSI towards the NPO sector (Dialogue, 2013). “Businesses have distinctive sets of competencies and extensive resources, which have the potential to be powerful generators of social value if used in partnership with the not-for-profit sector” (Cooke, 2010, p.82). There seems to be an attraction between NPO’s and business with value and benefits for both sides (Cooke, 2010). “These two diverse groups have developed a range of qualities, characteristics and skills that, if shared can significantly benefit each other” (Cooke, 2010, p.82). The link between the two is mutually beneficial for both parties in that NPO’s need the funding from the sponsors and the sponsors receive marketing, branding, financial and reputational benefits (Brennan, Binney and Brady, 2012) and for the purpose of this research, this is the view that will be taken. As has been mentioned (above), some organisations might view their involvement with Parkrun SA as more of a sponsorship; however, the research takes the view that it is a form of CSI sponsorship because of the NPO side of Parkrun SA.

2.3 Motivation

Motivation can be defined as “reasons that underlie behaviour that is characterized by willingness and volition” (Lai, 2011, p.2). According to Lai (2011) you get two types of motivation, intrinsic motivation which is produced by a person’s enjoyment, interest or beliefs and extrinsic motivation which is fashioned by reinforcement possibilities. To be motivated relates to being moved to do something (Ryan and Deci, 2000), meaning, “someone who is energized or activated toward an end” (Ryan and Deci, 2000, p.54). This someone can be seen as an organisation. For the purpose of this research a motivation will be considered the drivers of CSI, or what energises and underlies an organisations involvement in CSI.

2.3.1 CSI Motivations

“The drivers of corporate giving have evolved out of an interplay of both external pressures and internal influences” (Hudson, 2008, p.60). These influences are further elucidated by Naidoo (2009), who says that businesses are driven by making a profit

and therefore they need to reinforce three social requirements, namely legal, ethical and philanthropic requirements. The term “legal” refers to what Hudson (2008) calls external pressures and these include the government laws and regulations (Naidoo, 2009). In South Africa, there are legal motivators in the form of the B-BBEE Act 53 (2003), which specifically allocates points for various CSI activities. These activities include investment in the following areas; health, education, training, environment arts and culture and sport (B-BBEE Act 53, 2003). Another motivator is the concept of globalisation, which it can be seen as both an internal and external motivator.

Ethical requirements are, according to Naidoo (2009), the norms and expectations of the shareholders, communities, the organisation, customers and society at large. These are externally motivated, for example in South Africa apartheid shaped many of these pressures on organisations however the motivation to invest is created internally. Philanthropy activities is about the organisation being a good corrupt citizen and are internally motivated (Naidoo, 2009). Adding to this with slightly different terms, (Campbell, Moore and Metzger, 2002) claim there are four motives for CSI, strategic motives, altruistic motives, political motives and managerial utility motives. Brammer and Pavelin (2005) believe the motivation comes from a similar managerial utility motive and an altruistic desire to make a contribution to the benefit of society. Cooke (2010) goes against the view that altruism is the reason for CSI and believes that the motivation to participate in CSI is more of a commercial motivation. He furthers his view by stating he believes the approach taken in CSI initiatives particularly with regards to the NPO CSI’s in a motivation known termed “emergent approach; one based on an acknowledgement of mutual benefit, where social investment decisions become strategic and relationships become reciprocal” (Cooke, 2010, p.84).

Ojala (1994) talks about three drivers or motivators of social responsibility, the first being legal and the compliance with the law, the second abiding by moral and ethical standards and finally globalisation and the managing of risk across many countries with diverse cultures and socio-economic situations. Brammer and Pavelin (2005) claim that CSI is motivated “by a desire to improve relationships with the key members of a firm’s stakeholder constituency” (Brammer and Pavelin, 2005, p.40). Cooke (2010) believes that CSI is motivated by reputation and marketing, risk mitigation and meeting of the stakeholder expectations. Warhurst (2001) believes there are a number of motivators of CSI, there is: globalisation, the voice of society, voluntary motivators,

NGO's, regulation, conditions of finance, supply-chain pressures, industry pressures, the internal pressures and finally environmental change.

According to Hinson and Ndhlovu (2011), there are several motivations for CSI in South Africa. CSI is seen as arising from the inability of the government to provide adequate services; the ever increasing complexity of society, globalisation and new pressures it brings about on organisations and trade; the need for accountability and finally "implications of the role played by (corporate) managers and directors in society (Hinson and Ndhlovu, 2011, p.339). Globalisation has seen corporations start conducting their business in foreign countries and in some instances, for example mining, there are social consequences that come with conducting your business on foreign shores and thus we see social responses from organisations (Warhurst, 2001).

New legislation and industry charters have been brought about by governments to increase the pressure on organisations to conduct CSI initiatives for example in South Africa with the introduction of the Broad-based Black Economic Empowerment (B-BBEE) Act of 2003 (Hinson and Ndhlovu, 2011). These regulations are often referred to as "the social license to operate" (Warhurst, 2001, p.64). An example of industry charters and legislation is present in the mining sector in South Africa with organisations having to respond to issues of health, safety and the environment (Hinson and Ndhlovu, 2011). The establishment of the South African Social Investment Exchange has too put pressure on and motivated organisations to conduct CSI initiatives (Hinson and Ndhlovu, 2011). The JSE also developed the socially responsible investment (SRI) index that companies on the JSE can volunteer to adhere to, with black economic empowerment and health on the forefront of the SRI index (Hinson and Ndhlovu, 2011). The SRI provides companies not included on the index with incentives and motives to join it and to improve their socially responsible performance (Hinson and Ndhlovu, 2011).

One of the biggest motivators for organisations to pursue CSI, as argued by Naidoo (2009), is for self-interest economic reasons however, the literature points to the fact that different organisations have different motives for engaging in CSI. Cooke (2010 p.84) adds to this by saying that "the motivation to engage in CSI would appear to be commercially based more than an act of altruism".

Stakeholder theory has become the dominant theory concerning motivations of CSI. This theory views CSI as the organisation's response to the constantly developing external pressures they face such as public opinion and government legislation (Brammer and Pavelin, 2005). However, they argue that firms in different industries have different pressures and obligations to be responsible (Brammer and Pavelin, 2005). "CSI is more common in industries with a highly visible environmental or social impact, and in industries in which reputation is relatively more important" (Brammer and Pavelin, 2005, pp.42). All of the abovementioned motivations will be taken into account for the purpose of the research and will then be explored within the three relevant organisations.

2.4 Benefits

A "benefit" is seen as "an advantage or profit gained from something" (Oxford, 2015). A business benefit is "an outcome of an action or decision that contributes towards meeting one or more business objectives (Schmidt, 2004). A business benefit is essential in strategic planning and analysis of investments in terms of cost and benefits to the organisation (Schmidt, 2004). Some business benefits are clear and easy to identify while others are not so clear to identify, measure, verify or value but the basic business benefit is a financial gain (Schmidt, 2004). Not all benefits are financial and Schmidt (2004) presents the business benefit rationale of financial, non-financial, hard, soft and finally tangible, intangible benefits. For the purpose of this research, benefits will be looked at from the point of view of all benefits to CSI that are suggested in the literature, which includes non-financial and financial benefits.

2.4.1 CSI Benefits

The benefits of CSI can be both financial and non-financial (Kanji and Chopra, 2010). In Cooke's (2010) study on Australian businesses he found five benefits for organisations from CSI namely greater ability to attract and retain staff particularly high calibre ones; increased corporate reputation particularly amongst stakeholders and in the public eye; branding, which can be linked to reputational benefits, and finally increased community and governmental support for commercial projects.

Corporate social investment can bring about benefits by "enhancing the firm's reputations, thus maintaining their credibility and legitimacy, contributing to corporate citizenship and empowering the community at large" (Hinson and Ndhlovu, 2011,

pp.340). Hinson and Ndhlovu (2011) go on to state that CSI helps the community and thus helps the government with their social transformation agenda. Helping society is of course not a benefit to the organisation but it can be seen as an overall benefit of CSI (Hinson and Ndhlovu, 2011). There is also return on the investment given by the organisation in the form of community and government support, which leads to more loyalty (Cooke, 2010). CSI strengthens the relationship between employer and employee thus creating loyalty in employees (Irwin, 2003). There is considerable brand awareness from CSI and organisations are becoming aware that good and strategic use of CSI is giving them a competitive advantage and increasing their brand profile (Irwin, 2003). This improved brand awareness brings an economic benefit with some studies suggesting an improvement in stock valuation (Porter and Kramer, 2006).

Waddock and Graves (1997) conducted research on the relationship between corporate social performance and corporate financial performance and found that “good corporate social performance contributes to improved financial performance as measured by return on assets and return on sales. In a similar study Orlitzky, Schmidt and Rynes (2003) also conducted research on the link between corporate social performance and corporate financial performance and found that corporate social investing or socially responsible investing pays off financially. In another review, on corporate social performance and corporate financial performance a slightly different view was expressed. Van de Velde, Vermir and Corten (2005) stated that CSR and CSI are too broad a topic to be attributed to one theme namely financial performance and that the various ways of conducting CSI initiatives receive different benefits for organisations. Godfrey (2005) argues that CSI protects an organisation’s reputation and can create long lasting shareholder value. Financial benefits can be in the form of a return on investments through the community and government support for your initiatives (Cooke, 2010). Jenson (2002) however believes that the presence of social responsibility within an organisation increases the chances of the misallocation of the organisations resources and this has a negative effect on the firm’s financial performance.

Community projects that help uplift the community through education, health, skills development and other areas can help the future workforce and give the corporation a wider range of skilled employees to choose from (Cooke, 2010). Brammer and

Pavelin (2005) point to the fact that there is a substantial amount of literature that argues that social investments are a way for organisations to legitimise their behaviours by seeming like good Samaritans or good corporate citizens. They use CSI as a form of insurance, which then allows them to perform socially irresponsible acts (Brammer and Pavelin, 2005). CSI for insurance can also be termed 'greenwashing' which is defined as "to present the image of a more socially responsible approach, while making few substantive changes" (Hinson and Ndhlovu, 2011, pp.333).

CSI and CSR initiatives can have a major benefit to your employees by improving the quality of life of your workforce and boosting morale, which can then lead to greater productivity (Hinson and Ndhlovu, 2011). CSI can provide "a more educated and skilled labour force from which to draw" (Cooke, 2010; 80). In this research all of these benefits will be considered in order to understand and then gain insight into the benefits for all three of the organisations being researched. For better understanding of the outcomes of this research, it is vitally important to be able to differ between motivations and benefits as there are some overlaps if you look deeply into them. The research will therefore stick to the motivations and benefits discussed under each of the headings in the literature review in order to have a clear line drawn between the two terms. This research has adopted the view that motivations are what drives the organisation to conduct CSI both the external and internal environment drivers and pressures while the benefits are what they get out of the CSI as has been seen and researched by academics.

2.5 Conclusion

The literature review has critically discussed the key concepts of the research. From the literature, it is evident that defining CSR is problematic because of the vast array of activities that fall under the CSR umbrella (Rahim, 2013). The literature however, makes it clear that CSI is one such term and activity that falls under the CSR umbrella. From this literature framework, the body of knowledge on CSI has been identified and evaluated and the benefits and motivations of CSI have been discussed, with the definitions of key terms established from the relevant literature. CSI is seen as very close to home, with the definition not being as problematic as CSR (Hinson and Ndhlovu, 2011). CSI is viewed as the distribution of corporate resources for specific social upliftment and development (Cooke, 2010).

As has been discussed in this chapter, and will be seen in the later sections, some organisations view their CSI initiative as more of a sponsorship. However, the literature suggests that a sponsorship should not be confused with an act of giving when the true motivator behind the sponsorship is philanthropic and not strategic in nature (Javalgi *et al*, 1994; Kuzma and Kuzma, 2009). CSI is more strategic in nature and thus the researcher accepts that there may be some confusion between a sponsorship and a CSI initiative amongst the interviewees and their respective organisations.

There are a number of benefits and motivations of CSI as highlighted by the literature. This dissertation will use the literature on CSI and the interviews conducted on the relevant organisations to further understand the motivations and benefits of the CSI with Parkrun SA. The research is inductive in nature and thus will utilise the knowledge discussed in the literature review and then in the data collection be able to relate these findings back to the literature. It is important to stick to the adopted definitions and format that have been presented in the literature review while conducting this research. This research is hugely significant and relevant, adding to the new and ever growing pool of CSI literature and knowledge.

Chapter 3: Methodology

3.1 Introduction

This chapter describes the research framework that was used to obtain the information needed for the research. Included in this chapter are discussions on the research paradigm, the population and sample, data collection techniques, the analysis of the data, the limitations and the research ethics.

3.2 Data Collection

The methodology used in the research was qualitative and the data collection took place in March 2016. A research paradigm is viewed as a belief system or value which shapes and informs the manner and practice of research (Collins and Hussey, 2003; Musa, 2013). The paradigm or “world view” of the research is situated in is post-positivism with the ontology seen as a critical realism view (Guba and Lincoln, 1994). Critical realism sees a reality that exists but is imperfectly apprehendable (Guba and Lincoln, 1994). The epistemology is modified objectivist as the research aims to determine if the findings fit with the current pre-existing knowledge (Guba and Lincoln, 1994).

3.3 Population and Sample

The population sample must be carefully chosen and unmistakably defined in order to set parameters to ensure the directness to the relevant population (Leedy, 1993; Rampersad, 2000). There are three sponsoring organisations namely, Blue-Label Telecoms, Discovery Vitality and Dis-Chem Pharmacies (See Chapter 1). The interviewees were selected in a method known as purposive sampling. Purposive sampling will allow for the selection of the samples needed to gain information (Babbie, 2014). The target population for the interviews were the key personnel involved in the decision making of the Parkrun SA CSI initiative. These people were deemed to be the most suited for this process because of their close relation to the Parkrun SA initiative. All three have experience in other CSI initiatives within their organisation and consequently, the researcher considered these people to be experts in their field. The sample size for the research was three personnel, one from each sponsoring organisation. This was deemed sufficient because each of the interviewees are considered experts in their relevant fields and specialists with this particular CSI initiative. Additionally, the three personnel selected have the knowledge and expertise

to give both a personal and an organisational viewpoint on the topic at hand. The table below illustrates the three persons chosen for the research and subsequent interviews.

The following table 3.3.1 illustrates the three sponsoring organisations, their core operations and the interviewee details.

TABLE 3.3.1 – Sponsoring Companies interviewed

COMPANY	NAME	JOB ROLE	COMPANIES CORE ACTIVITIES	CSI Experience	INVOLVED WITH PARKRUN SA CSI	YEAR STARTED WITH PARKRUN SA
Blue Label Telecoms	Ingrid Hindley	Head of HR	Telecommunications – Distribution of prepaid airtime and prepaid electricity	Head of CSI at Blue Label Telecoms since 2007	Yes	Since its inception in 2011
Discovery Vitality	Craig Nossel	Head of Vitality Programme	Wellness Business – Incentivizing people to get healthy	On the CSI committee for Discovery LTD since 2006	Yes	2012
Dis-Chem Pharmacies	Brandon Fairweather	Marketing Manager of Biogen and Sponsorship and Events Manager of Dis-Chem	Pharmaceuticals and sports nutrition	Started 'No Excuses' but otherwise more of a sponsorship background with particular focus around sport sponsorships	Yes	2015

3.4 Data Collection Procedure

Face-to-face, semi-structured interviews (van Teijlingen, 2014) were used to identify the motivations for, and the benefits of each sponsoring organisations' CSI initiative with Parkrun SA. The questions (see Appendix A) were both open-ended and closed-ended. The open-ended questions facilitated the exploratory nature of the research by allowing the interviewee an unlimited array of answers. The closed-ended questions allowed for some more rigid responses, which helped the researcher identify the main trends and provide concrete analysis. All interviews were conducted at the workplace of the relevant people.

Before the interviews took place, an introductory email was sent in June 2015 to gather consent on participation of the research. From there a number of communications took place between both parties to establish a date for the interview and for the interviewee to understand the nature of the research. Information was provided to the interviewees in writing before the interview so that the interviewees were prepared for the interview. They were able to have a look at all the questions that were being asked so as to ensure none of them were unprepared or caught off guard by the interview questions. The interviewees being prepared for the interview facilitated a far more in-depth interview. Feedback will be provided individually to the interviewees after the completion of the research.

The interview started with a brief summary of the purpose of the interview and other relevant details were provided to put the interviewee at ease. The questions were centred on the benefits and motivations of general CSI initiatives and the specific CSI with Parkrun SA. The questions also attempted to build a case for that specific person being interviewed by probing at the interviewees' knowledge and experience in the field of CSI. The interviewees were given the option to provide the researcher with further people to interview if they deemed it necessary but none of them did. They were also asked to provide any supporting documentation to support any of their opinions and results.

3.5 Analysis of Data

The data was analysed using thematic analysis where by common themes from the interviews were identified and compared to the current existing literature with the potential to add to the gap that exists in the literature on non-profit sporting events

(Babbie, 2014). To assist with identifying common themes, interviewees were asked in some questions to rank certain answers from most important to least important.

3.6 Limitations of the Research

One of the problems faced was the research initially aimed to interview CSI managers however, that changed as the people involved in the CSI with Parkrun SA had a wide array of job titles as has been eluded to earlier (Table 3.3.1).

3.7 Research Ethics

In qualitative research, internal and external validity is concerned with precision and credibility (Winter, 2000; Hoepf, 1997; Golafshani, 2003). Data collection was conducted with precision and accuracy to improve the validity and therefore have a positive effect on the credibility of the research. Firstly, this was done by recording the interviews and processing them into transcripts to keep an accurate record of the information to that was used for the analysis. To further improve the validity of the data, the degree of repeatability, the stability over a certain time and the similarity of measurements remained consistent (Kirk and Miller, 1986). This was done by having a standard set of questions in the interviews as part of the structured side of the semi-structured interviews to facilitate consistency across the data collection and analysis (Joppe, 2000).

Parkrun SA, as has been mentioned in Chapter 1, was brought to South Africa by Parkrun SA country manager, Bruce Fordyce, in 2011. The researcher is related to the Parkrun SA country manager and as such considerations were taken with regards to the researcher's ties to Parkrun SA and the potential effect this could have on the reliability of the interviews. During the interviews however, the researcher did not feel as though the interviewees were unwilling to disclose certain information or were sugar-coating the answers because of the ties to Parkrun SA and as such no external interviewer was used or required.

According to Babbie (2014) there are two major ethical issues that need to be taken into consideration with qualitative research. The first ethical issue is based on bias and the subjectivity of the researcher and the second issue is concerned with confidentiality (Babbie, 2014). It is essential that there is no bias and that the researcher remains objective throughout the research process. Particular attention was given to safeguarding the data from any bias.

Confidentiality and consent in the research is essential and the research recognises the need for this. All of the interviewees were asked if they were satisfied with disclosing their names and their organisations' names and all gave permission for this. To further back this up, consent was asked for and recorded to prevent any potential issues around this. As such, all names of sponsors and interviewees are disclosed throughout the document.

Chapter 4: Results and Discussion:

4.1 Introduction

This chapter will posit the results from the interviews as well as an analysis and discussion on these results. When reviewing the results, it must be remembered that some of the organisations did not have their initiative with Parkrun SA on their CSI budget. They viewed it as more of a sponsorship. They were all however, willing to answer the questions under the CSI umbrella.

Three appointments (one with each sponsoring organisation) were established within one week, ranging from the 10th of March to the 17th of March and all took place at the sponsoring organisations' various headquarters scattered around Johannesburg. The appointments were with the following sponsoring organisations, Blue Label Telecoms, Discovery Vitality and Dis-Chem

4.2 Report on interview questions

An analysis of each interview question (see Appendix A) was undertaken by the researcher. The results from questions 1 and 2 (Appendix A) however, were presented in the methodology section (Table 3.3.1). The remaining questions' results are presented below:

4.2.1 Sponsoring organisations definition and practice of CSI (Appendix A, Question 3)

When asked how their organisations defines and practices CSI, the responses were as follows:

Blue Label Telecoms

Blue Label Telecoms believe CSI is focused on how they use parts of their profits to benefit society. Blue Label Telecoms have clear criteria they use with regards to their CSI initiatives. The first part of the criteria is that they aim their initiatives towards people that actually use their products. Secondly, they want to aim towards areas that are relevant in South Africa and lastly, they target their initiatives towards the youth (Hindley, 2016). The health aspects fit this model, as Head of HR and CSI at Blue Label says in her answer to Question 3 during the interview (Appendix A) "they invest in health and wellness amongst the youth because unless people live healthy lives,

they are not going to be able to work or earn a living and therefore, they are not going to be able to buy our products” (Hinldey, 2016).

Discovery Vitality

During the interviews, it became evident that Discovery defines and focuses their CSI initiatives around health. At Discovery, there is a separate CSI committee of which Head of Discovery Vitality, Craig Nossel is a part of. They primarily focus their CSI initiatives around primary healthcare with regards to HIV and other diseases that are rife in South Africa but the initiatives are completely delinked from the business activities (Nossel, 2016).

Dis-Chem

In answering Question 3 (Appendix A), Sponsorship and Events Manager, Brandon Fairweather, believes Dis-Chem take pride in their CSI initiatives and that they are a huge part of their business. He further adds, “for Dis-Chem it’s about practising what you preach, putting your money where your mouth is, as their Slogan is ‘pharmacists who care’” (Fairweather, 2016).

By analysing the responses, it is evident that each organisation has different intentions and strategies with regards to their CSI initiatives. Blue Label focuses their initiatives around their customers, which is aligned to what Cooke (2010) says with regards to companies conducting their CSI initiatives towards the communities in which they operate. Discovery Vitality has their initiatives delinked from the business, which goes against the view of the literature; most successful CSI initiatives are in fact aligned to the business operations (Rossouw, 2010; Cooke, 2010; Global Compact LEAD, 2012). Interestingly, Discovery Vitality’s CSI initiative with Parkrun SA goes against the suggestion posed by Craig Nossel, that their CSI’s are delinked from their business. It perhaps lends to why the partnership has been so successful, which will be further discussed later in this chapter. It can also be argued that Discovery focusing their CSI initiatives around health is aligned to their business and that the criticism put forth by Head of Discovery Vitality, Craig Nossel is centred around the need for more initiatives like Parkrun SA, that are directly aligned and immediately bring a wide array of returns. Dis-Chem has a more holistic approach to their initiatives, with the focus being about credibility of the brand. This is well aligned to and supported by the literature, which

suggests CSI has the ability to enhance an organisations reputation and consequently their credibility and legitimacy (Hinson and Ndlovu, 2011). Importantly, all three companies recognize the importance of CSI initiatives and this is evident through these initiatives being a part of their business agendas and strategies. Interestingly, from careful analysis of the responses, two of the organisations (Blue Label and Dis-Chem) have their CSI strategies and practices aligned to the literature on CSI. Discovery Vitality do not have their CSI initiatives aligned to their business operations and consequently, not to the literature. There is, however, evidence of the recognition of this fault and a need for more alignment.

4.2.2 Interviewees definition and practice of CSI (Appendix A, Question 4)

The interviewees were asked how they define or view CSI and their responses are seen below:

Blue Label Telecoms

Head of CSI at Blue Label, Ingrid Hindley, is in charge of all CSI initiatives at Blue Label Telecoms and defined it for the organisation, so she does not view it differently from the above answer (4.2.1) (Hindley, 2016).

Discovery Vitality

In answering Question 4 (Appendix 1), Head of Discovery Vitality, Craig Nossel believes that Discovery Vitality is still evolving within the CSI space because their initiatives are currently delinked from the business. He believes they need to be integrating their initiatives more by attaching them to their current business model of shared value (Nossel, 2016). He further adds, “We should be investing in communities that can help facilitate and empower people in those communities to be a part of our system” (Nossel, 2016).

Dis-Chem

Throughout the interviews, and particularly when answering Question 4 (Appendix 10), it became clear that the Dis-Chem Sponsorship and Events Manager, Brandon Fairweather, has a deep passion for philanthropy. He has grown up enjoying giving back to people and this is evident the charity he founded known as, ‘No Excuses’. He appreciates the fact that he works for an immense brand that has the ability to influence and help get involved in CSI initiatives (Fairweather, 2016).

Ingrid Hindley and Brandon Fairweather both echoed the views of their organisations and there is a clear alignment between their views on CSI and their organisations views. Ingrid Hindley's alignment is no doubt because she is head of the CSI at Blue Label. Brandon Fairweather has a deep passion for the brand and organisation he works for and consequently, we see alignment between the views. Craig Nossel on the other hand believes Discovery Vitality could improve their CSI initiatives by integrating them into the business model. The literature supports his view on this and it is clearly something Discovery Vitality need to consider. It is important to understand that Parkrun SA is well aligned to their business model however, it does not fall under their CSI budget. Craig Nossel is referring to the initiatives that fall directly under the CSI budget.

Finally, there is a more philanthropic feel over Brandon Fairweather's (Dischem) view on CSI and a more strategic view from both Ingrid Hindley (Blue Label Telecoms) and Craig Nossel (Discovery Vitality). This will be further unpacked in Section 4.2.6 later in this Chapter.

4.2.3 Interviewees role in the Parkrun SA initiative (Appendix A, Question 2)

All three of the interviewees were fundamentally involved in their organisations initiatives with Parkrun SA and their responses are seen below:

Blue Label Telecoms

Blue Label Telecoms was the first sponsor of Parkrun SA. Head of HR and CSI, Ingrid Hindley was actively involved in getting the event going, which included a pilot with Blue Label staff two weeks before the commencement of the first event, in November 2011. Hindley (2016) adds, "Blue Label Telecoms played a fundamental role, not only from a funding perspective but also in terms of setting it up and getting all the statutory requirements set up, for example the B-BBEE certifications."

Discovery Vitality

Head of Vitality, Craig Nossel, created the link between Parkrun SA and what Discovery Vitality were looking to do as a business (incentivise healthy customers) (Nossel, 2016). The link was a clear alignment to their business model of shared value, which involves creating value for both your organisation and society simultaneously (Porter and Kramer, 2011). The shared value involves Discovery Vitality incentivising

their customers to be healthier by running or walking Parkrun SA, and in so doing reducing their own potential costs. The superlative part of the link for Nossel (2016) was that Parkrun SA is free and accessible for all their customers unlike a gym whereby you have a membership fee and if you do not go that fee increases. Craig Nossel was involved when the event was still relatively new, there were 11 events and about 12 000 registered runners. He admits that it was not all his decision though, as it went through various departments for approval (Nossel, 2016).

Dis-Chem

Dis-Chem Sponsorship and Events Manager, Brandon Fairweather, was involved in the two-year negotiation to get Dis-Chem on board with Parkrun SA. Dis-Chem are a relatively new sponsor and thus he witnessed first-hand what the event had to offer and what a great fit it was for Dis-Chem before presenting his findings back to the Dis-Chem leadership team (Fairweather, 2016).

As is seen from the responses, all three of the interviewees were fundamentally, and actively, involved in establishing the Parkrun SA partnership with their organisation. The fact that all three of the interviewees were actively involved in their organisation's CSI initiative with Parkrun SA is vitally important as it adds to the credibility of their answers and therefore the credibility of this research going forward.

4.2.4 Successful CSI experience within each sponsoring organisation (Appendix A, Question 6 and 14)

All three organisations view Parkrun SA as a major success story. Dis-Chem and Blue Label Telecoms mention other success stories as well, while Discovery Vitality only lists Parkrun SA.

Blue Label Telecoms

The two most successful initiatives for Head of CSI and HR, Ingrid Hindley, are without a doubt the ones that they have invested time and money. These are Parkrun SA and the Boys and Girls Club of Johannesburg. The Boys and Girls Club of Johannesburg is an aftercare facility that provides meals and various extra mural activities. The success of this is that Blue Label Telecoms has been able to hire some of the boys and girls as either entrepreneurs to sell their products, or directly into the organisation (Hindley, 2016). Hindley (2016) believes Parkrun SA on the other hand has been "a

great vehicle to get our brand out there, that is probably one of the biggest benefits.” Blue Label is proud of their association with Parkrun SA and being associated with such a great initiative. They also have the opportunity to start experimenting with their products, as they are in the process of doing with Ticket-Pro (one of their subsidiaries), to develop a better timing mechanism for Parkrun SA. This will help the company capture the Parkrun SA runners and generate money from their initiative, which will further their view of this initiative being a success (Hindley, 2016).

Discovery Vitality

Head of Vitality, Craig Nossel, believes Parkrun SA is a success story, as they have invested in something that has allowed their members to get healthy. He believes it is more than a simple branding exercise, although they have received a branding lift from it. He also argues that both Parkrun SA and Discovery have helped each other grow, as over 60% of the weekly Parkrun SA runners are a part of Vitality (Nossel, 2016). He adds, “Parkrun SA have benefited through their growth, we have benefited because our members have a positive association with what is a great initiative” (Nossel, 2016). He goes on to say that Parkrun SA is a very unique model and a fine example of a case study, as he battles to think of another example with this kind of growth. He believes that everything just fell into place perfectly. For example, if it was a corporation heading it up and not Bruce Fordyce and if Discovery Vitality was not there, it just would not have worked or been as successful. All the variables fitted in so perfectly and as such it has been a major success, for not only the country but for Discovery Vitality (Nossel, 2016).

Dis-Chem

Dis-Chem Sponsorship and Events Manager, Brandon Fairweather, believes Parkrun SA is already a success story even though it is still early days (6 months). Dis-Chem is proud to have their name associated with other top brands such as Discovery Vitality and Blue Label Telecoms, and overall it is just a great fit for both parties (Fairweather, 2016). For someone who participates in the event on a weekly basis, he sees the brand benefit. Although Fairweather (2016) says that Parkrun SA is not their only success story as Dis-Chem have been actively involved in CSI initiatives for some time, and they pride themselves on it. They have an entire Dis-Chem foundation that specialise in these projects.

Interestingly, all three see their association with Parkrun SA as a success and the foremost reason for this is the brand upliftment they receive from the initiative. The upliftment varies between the organisations, from general brand upliftment to upliftment through association with the event and association with credible sponsors. The literature agrees with branding as a benefit, as socially responsible organisations have a higher brand trust than organisations that are not socially responsible (Barnes, 2011). Consequently, this is seen as an important benefit for all three of the organisations and goes some way to answering the benefits aspect of the research question. The second most important aspect of the success of the initiative for the organisations is alignment. There is a feeling of the initiative benefiting both parties and particularly for Discovery Vitality; this is a fantastic fit with their business model. This echoes what the literature says with regards to alignment as a strategy for successful CSI initiatives (McElhaney, 2009; Global Compact LEAD, 2012; Cooke, 2010). Both the benefits (branding and alignment) highlighted in this section will be noted and carried forward to help answer the research question around benefits which is discussed later in Section 4.2.7.

4.2.5 Failure with a CSI initiative amongst the sponsoring organisations (Appendix A, Question 7).

The views of the respondents differ slightly. Although Discovery Vitality and Blue Label Telecoms both mention examples of failures, Dis-Chem do not believe you can have a failure with a CSI initiative.

Blue Label Telecoms

Head of HR and CSI, Ingrid Hindley, believes that Blue Label Telecoms have experienced failure during their formative CSI stages and she believes it was a great lesson as “a lot of the do-gooders have self-serving agendas” (Hindley, 2016). They built and set up a children’s home and paid for all of it but the mother of the home was not running it the way they wanted, with good corporate governance principles and as a result they had to leave. She goes on to say that some might view it as harsh and not a failure because they built a home for children but she says “it could have been better” (Hindley, 2016).

Discovery Vitality

Head of Discovery Vitality, Craig Nossel, believes they have had failures but that all depends on how you define a failure. They had a healthy lifestyle initiative in communities that did not play out as they were expecting. He believes the initiative did not receive sufficient support because it was not integrally linked to the business, it was more a 'here is the cheque' initiative (Nossel, 2016). He further adds, "when it's a side-line to the business and you just partner, it just does not work but when it is core to the business, a part of the business owner, then these things work" (Nossel, 2016).

Dis-Chem

Dis-Chem Sponsorship and Events Manager, Brandon Fairweather, does not believe you can have a failure with a CSI initiative by adding that "if you're doing something that's good and it's genuine, that's already a success" (Fairweather, 2016). He believes that if your only motive is what capital and business you get out of it, then you have a problem. Dis-Chem fortunately does not have that problem.

From analysing the responses, it is clear that there is some confusion with regards to how one defines a failure in a CSI initiative. If you look at a failure from the business/commercial perspective, it is easy to identify a failure. However, if you look at it from a philanthropic perspective, then it makes it difficult to identify a failure. This all ties back to what the motive of your CSI initiative is, if it is a commercial motive then you expect some sort of return on your investment, while if your motive is philanthropic, then all you expect to do it help society in some way or another no matter the cost. The motives of each organisation's CSI with Parkrun SA, as identified from the interviews are further discussed in the section below (4.2.6).

4.2.6 Motivations of the CSI initiative with Parkrun SA (Appendix A, Questions 8 and 9)

The interviewees were read a list of the main motivations, both internal and external as established from the literature. External pressures that motivate organisations to conduct CSI include the government, laws and regulations, globalisation and the stakeholders (Naidoo, 2009; Warhurst, 2001). Internal motivators include financial and organisational sustainability in an increasingly volatile world as well as marketing, altruistic and philanthropic desires (Naidoo, 2009; Cooke, 2010).

With regards to their selection, they were not limited to those but rather given them to further their understanding on the topic. Below are the responses from the interviewees:

Organisation	Motivation	Most Important motivation
Blue Label Telecoms	Commercial Philanthropy Legal	Philanthropy Commercial
Discovery Vitality	Commercial	Commercial
Dis-Chem	Commercial Philanthropy	Philanthropy

Out of the motivations listed, commercial and philanthropy are the most highlighted by the interviewees. Commercial and philanthropy are listed twice as the most important aspect but because of commercial being named more often on the table it is considered the most important by the sponsors. This table exhibits beyond doubt that the motivators of the CSI with Parkrun SA are internally motivated and not externally motivated.

The most important motivations of the CSI initiative with Parkrun SA are:

1. Commercial (internal)
2. Philanthropy (internal)
3. Legal (external)

Below are the responses of each organisation, explained and expanded:

Blue Label Telecoms

Head of HR and CSI, Ingrid Hindley, believes it is a combination of both internal and external motivators. She highlighted philanthropy and commercial aspects as the two most important motivators for her organisation.

- Commercial (internal)

Blue Label Telecoms have strict requirements on return on investments with regards to any CSI initiative. It has to be aligned to their corporate strategy (Hindley, 2016).

- Philanthropic (internal)

Blue Label tries to give back to their customers through empowering members of their communities to earn a living. They feel that it is imperative and a part of their responsibility to give back to those communities in some way or another. Ingrid Hindley (2016) adds, "Parkrun SA gives us access to the customers and once we have access, we are able to route them to different producers". For example, once they have their school of entrepreneurship running, it will be something that will be offered to Parkrun SA members.

- Legal (external)

The B-BBEE act is a driver for Blue Label Telecoms, but it is Ingrid Hindley's view that they would do it anyway and that this is just an added bonus (Hindley, 2016).

Discovery Vitality

Discovery Vitality sees the motivations as internal. They do not see this as philanthropic but they do see other CSI initiatives as philanthropic. This particular initiative is more strategic in nature (Nossel, 2016). Discovery only highlight one motivator so for the research going forward, it is considered the most important.

- Commercial (internal)

For Discovery Vitality it is very much a strategic initiative. Not that there is a financial side but there is major alignment to what they want to do and what Parkrun SA has to offer. Discovery Vitality wants to make their customers healthier and find ways to incentivise them and Parkrun SA offers this free of charge (Nossel, 2016).

Dis-Chem

For Dis-Chem, the motivators are all internal. Sponsorship and Events Manager, Brandon Fairweather, believes that it's almost a 50/50 between the two motivators highlighted above but that it is slightly more in favour of philanthropy as the most important.

- Commercial (internal)
There is a marketing aspect to it and they aim to create positive brand association through their initiative with Parkrun SA. This is highlighted by the fact that there is a set marketing plan for Parkrun SA, with certain exposure of the brand expected (Fairweather, 2016).
- Philanthropic (internal)
For Brandon Fairweather, it is about building a brand that conveys a certain message. Dis-Chem wants to be known as 'pharmacists who care' and by sponsoring Parkrun SA, they are aligning themselves to caring about the public's health. They want to show people that they genuinely care and have an interest in their health (Fairweather, 2016).

It is clear that the motivations that have been highlighted by all of the interviewees are well in line with what the literature suggests. There was not one motivation highlighted that was not mentioned in the literature. Interestingly, the commercial aspect of all three sponsors' initiatives with Parkrun SA remains the most important. This is well aligned to what the literature suggests because it is an investment and thus often a return on that investment is required (Cooke, 2010; Hinson and Ndlovu, 2011). For both Blue Label Telecoms and Discovery Vitality, the initiative is well aligned to their corporate strategy and thus it is more commercial in nature. Dis-Chem believes there is significant branding and marketing they want to get out of the initiative, which results in their driver being commercial.

Blue Label Telecoms do mention a philanthropic motivator but, with regards to Parkrun SA, it is more about access to the Parkrun SA members and then being able to utilise these members to help other initiatives or business ventures. There is thus an alignment between their commercial and philanthropic motivators. Importantly, and similar to Blue Label Telecoms, Dis-Chem's commercial and philanthropic motivators feed off of each other in that they see the marketing/commercial side as a motivator but they leverage the marketing to make it look like a philanthropic initiative by trying to 'convey a positive message' to society. From analysing this, one can then suggest that there is alignment between philanthropic motivators and commercial motivators of this CSI initiative. Therefore, it is hard to see a pure or genuine philanthropic motivator behind Blue Label and Dis-Chem initiative with Parkrun SA. This adds to the strength to the suggestion that the main motivator of the CSI initiative with Parkrun SA

is, without a doubt, the commercial motivator. The literature did not make reference to any link between the commercial and philanthropic motivators that have been picked up in the research and thus, this is considered an important find and something to add to the body of knowledge on CSI initiatives.

With the main motivator being the commercially oriented, this justifies and explains the confusion that surrounds the different views of the sponsoring organisations (sponsorship vs CSI) because a commercially driven CSI is very similar to a sponsorship in the strategic, return on investment nature (Cooke, 2010; Kuzma and Kuzma, 2009; Lacey *et al*, 2010; Hinson and Ndlovu, 2011). It is, therefore, not a surprise that some may view this initiative as a sponsorship rather than a CSI initiative because at the end of the day, they have very similar objectives and benefits. This will be further discussed in Section 4.2.7.

Finally, Blue Label Telecoms was the only organisation to mention a legal motivator, with particular reference to the B-BBEE scorecard. The reason they were the only organisation to add this as a motivator is because they are the only organisation who view this initiative as a pure CSI initiative. One must remember that this motivator is more aligned to South African organisations but fascinatingly, all three organisations are in fact South African. It is unclear if the other organisations are even claiming their points on the B-BBEE scorecard for the initiative.

4.2.7 Benefits of the CSI initiative with Parkrun SA (Appendix A, Question 10 and 11)

Once again, the interviewees were read a list of the key benefits, as established from the literature. The benefits, as seen in the literature, include a greater ability to attract and retain staff, increased corporate reputation, branding, legitimacy and credibility, increased community and governmental support for commercial projects, employee and customer loyalty and return on investments (Cooke, 2010; Hinson & Ndlovu, 2011; Porter & Kramer, 2006; Irwin, 2003).

In determining the key benefits for each sponsoring organisation, the interviewees were not limited to those but rather given them to further their understanding on the topic. Below are the responses from the interviewees:

Organisation	Benefits	Most Important Benefit
Blue Label Telecoms	Branding Credibility Financial (Future) Health	Commercial (Branding, Reputational and Credibility)
Discovery Vitality	Branding Health Financial Social Capital	Health
Dis-Chem	Credibility Health Branding	Branding

Of all the benefits listed, branding and health appear the most and are thus clearly primary benefits. The branding benefit was mentioned twice as the most important benefit, which means it is considered the major benefit for the sponsoring organisations. Credibility, which can also be viewed as a reputational benefit, appears twice and is thus the third most important benefit.

Most important:

1. Branding
2. Health
3. Credibility

Below are the responses of each organisation, explained and expanded:

Blue Label Telecoms

- Branding
The initiative gives Blue Label Telecoms something that they did not have access to. Head of HR and CSI, Ingrid Hindley, suggests that, “through our sponsorship, we now have access to people that go to Parkrun SA because our logo is at the event and on the website” (Hindley, 2016).
- Credibility

Blue Label Telecoms believe that being associated with a credible organisation like Parkrun SA allows for enhanced reputation.

- Financial (future)

Blue Label Telecoms have plans for future financial benefits to access the runners through one of their subsidiaries Ticket-Pros. This is backed by Ingrid Hindley when she suggests, “if they want a ticket to Nicki Minaj, then they can access that through the Parkrun SA website” (Hindley, 2016).

- Health

For Blue Label Telecoms, it is also about creating a healthier society and they have helped a number of people get active and be healthier through their partnership with Parkrun SA (Hindley, 2016).

Discovery Vitality

- Branding

Discovery Vitality Head, Craig Nossel (2016), believes branding is a benefit but that it does work both ways as Parkrun SA has benefited from this partnership too.

- Health

Health is a benefit through getting people active and creating a healthier society.

- Financial

Health is also strategic and financial for Discovery Vitality as the healthier their customers, the less claims they have and the more money they save (Nossel, 2016).

- Building social capital

Craig Nossel believes the initiative has helped build social capital and getting people together “using our green space” (Nossel, 2016). This is a problem in South Africa with crime as people only come together in groups and that is what Parkrun SA has created a weekly gathering (Nossel, 2016).

Dis-Chem

- Credibility

For Dis-Chem it is about putting money where your mouth is and being associated with a positive initiative like Parkrun SA. There is, again, a focus on being true to their slogan, their brand values and their ethos (Fairweather, 2016).

- Health

Thousands of South Africans are benefiting through health development.

- Branding

Branding is a huge benefit but not just simple marketing; it is far more complex than that. It is about brand integrity, which is what Dis-Chem wants to convey through any CSI initiative. Brandon Fairweather has seen the benefits of the brand first hand by seeing the people cheering and clapping when the sponsors names are announced. People are happy to see big brands associated with such great initiatives (Fairweather, 2016).

When analysing the benefits highlighted by the three organisations, it is clear that there is a huge commercial (branding, financial and reputational) aspect that has come out of this initiative for them. This is in line with what the literature says about organisations gaining brand awareness, financial improvements and enhanced reputations, as is revealed in Chapter 2 (Irwin, 2003; Orlitzky, Schmidt and Rynes 2003; Hinson and Ndlovu, 2011). Added to this, is the fact that branding was mentioned as a key benefit by all three interviewees in section 4.2.5 (see above), when the interviewees were answering Question 6 of Appendix A, with regards to a successful CSI initiative. They were not specifically asked for benefits in this question but all three, in highlighting the success of their initiative with Parkrun SA mentioned the branding benefit. This is also very much aligned with what is expected out of a sponsorship (branding) (Kuzma and Kuzma, 2009), and hence the confusion around the initiative (CSI vs sponsorship).

Interestingly, through health being named as a benefit by all the organisations, the philanthropic nature of the initiative came through in the benefits, but not strongly as a motivator. All agree that the initiative has had a major benefit on the health of the South African society but that was not a major reason for their initial involvement. The reason for this coming through as a benefit is, the success of Parkrun SA and its unparalleled positive impact on our society. This is reinforced by Craig Nossel, “it’s a very unique model, and I battle to think of other examples that have had this kind of growth.” The fact that the initiative has been such a success in South Africa has only

added to the benefits seen by the organisations. If it continues to grow as the rate it is growing, the benefits will continue to be realised. Health as a benefit is in line with what the literature says. It obviously just depends on what kind of CSI initiative you are involved in. For example, building a school would see education as a benefit.

Craig Nossel also mentioned the use of 'green space' being important and suggested the building of social capital as a benefit. This too, is in line with the literature on the growing problems of the use of green space in not only South Africa, but across the globe (M'ikiugu, Kinoshitaa and Tashiroa, 2012; Munien, Nkambule and Buthelezi, 2015; Mensah, 2014). Parkrun is consequently improving the use of green space not only in South Africa, but across the globe and Discovery Vitality have realised this benefit.

An aspect that did not appear in the organisations benefits, which appeared in the literature, was legitimacy; none of the three organisations legitimise their operations through their CSI initiative with Parkrun SA. The reason this did not appear is that these three organisations all have credible business operations in the public's eye.

4.2.8 Recommendations (Appendix A, Question 15)

The following section highlights the recommendations put forth by the interviewees:

Blue Label Telecoms

Blue Label HR and CSI head, Ingrid Hindley, wants to see Parkrun SA eventually become self-sufficient. She views their investment as always being about keeping Parkrun SA going, and eventually getting it to the point of it being self-sufficient (Hindley, 2016).

Parkrun SA is also becoming a massive organisation, so Ingrid Hindley believes there is a need for appropriate financial reporting. Parkrun SA has recently moved to *Papilsky Hurwitz Chartered Accountants* to assist with the financial reporting, and this is seen as a step in the right direction (Hindley, 2016).

Discovery

The first recommendation that Head of Discovery Vitality, Craig Nossel has, is around the data and having a more business-like approach to the feedback of the data supplied to the sponsors. Parkrun SA can achieve this by providing data on numbers

and benefits for the sponsor, so that it entices them to stay. The sponsors would like to build off the Parkrun SA's brand without selling actual products or services (Nossel, 2016).

Secondly, getting the sponsors to work together and be a team. Nossel (2016) believes that currently the sponsors are all working as individual and he sees a huge benefit in the sponsors being facilitated and working on the same side. The sponsors can help make decisions or give their opinions, instead of just the board members (Nossel, 2016).

Craig Nossel wants to see Parkrun SA start to grow in under developed areas and thus service these areas. Discovery Vitality does not have a strong foothold of members in the under developed areas and by opening Parkruns in these areas, it allows them a chance to get a foothold, but more importantly it makes the whole initiative more about 'philanthropy'. Discovery Vitality would then work with initiatives to develop people to run these events and perhaps get small salaries. This would change the way the organisation and future sponsoring organisations view Parkrun SA (Nossel, 2016). Additionally, the event also needs to be representative of South Africa by having a broader demographic of society. This will encourage sponsors to want to get involved and it will also give the event more credibility from the government and other organisations. Moving into these under developed areas would help establish a more representative demographic of South Africa (Nossel, 2016).

Craig Nossel also believes there is an urgent need for greater transparency around annual reporting. This need has to do with the growing nature of the organisation. The larger the organisation becomes, the more responsibility and transparency is needed (Nossel, 2016). Added to this concern, is the need for hiring a professional manager. This is important because it is very much a 'run-from-home' type of business at the moment but it is becoming a massive event and there needs to be more structure and security (Nossel, 2016).

Finally, Nossel (2016) believes there is a need to make the sponsors feel special. It has gotten to that next stage and thus Parkrun SA needs to make an effort to make the sponsors feel special. He further adds that "at the end of the day, the sponsors are the livelihood of Parkrun SA" (Nossel, 2016).

Dis-Chem

Dis-Chem Sponsorship and Events Manager, Brandon Fairweather, wants the initiative to always feel like a partnership and not just a tick box exercise. This can be facilitated by Parkrun SA always looking to help their sponsoring organisations. For example, if they feel as though the sponsor could benefit from something, then they go out of their way to inform the sponsor even if this opportunity is something that was not agreed in the initial contractual negotiations. It is about Parkrun SA having the sponsor's back and pushing any added exposure. It is about how Parkrun SA can add value to the sponsors who have gone out of their way to invest in them (Fairweather, 2016).

Finally, he believes Parkrun SA must never become complacent. Parkrun SA is growing exceptionally fast, they must always look for more growth and never fall behind nor and become complacent (Fairweather, 2016).

After careful analysis of the responses from the interviewees, the following is recommended to Parkrun SA:

The initiative is becoming so popular and so enormous here in South Africa that there is a need for it to become more business-like. Parkrun SA is now dealing with large sums of money which have been invested in them, and thus it is their responsibility to provide greater transparency around reporting. This view is also introduced by Cook (2010) who believes CSI is not unlike a personal investment whereby the investor will demand transparency and regular reporting. Reporting in all forms is required from financial to progress reporting and this must be made available to all sponsors.

Parkrun SA needs to move from a 'run-at-home' type of initiative into something bigger and better. There is a need to hire another individual to help ease the growing pressure on the current crop of employees, whilst allowing for expansion and consequently, realising the potential of the initiative.

There is an urgent need for Parkrun SA to move into the underdeveloped areas because presently the main body of registered runners and events are in the more developed areas. If Parkrun SA is able to move into these areas, it will attract more sponsors and it will attract government support for the initiative. If Parkrun SA wants to continue the successful growth rate they have endured over the years, then this is imperative for them.

Finally, there is a need to treat the sponsors and go the extra mile to thank them for their continued support. This could be something as simple as taking them out for dinner but will have long lasting positive impacts. After all, without the sponsors there would be no Parkrun SA.

4.3 Conclusion to Chapter

This chapter presented the results established from the interviews and it analysed and discussed these results. It became clear that the motivations and benefits of the CSI initiative with Parkrun SA are well aligned to the literature and very much commercially oriented. Finally, it posited the recommendations for the Parkrun SA. These recommendations are vital for Parkrun SA to enhance and preserve their relationship with any current and potential sponsors. These relationships are key to the growth and sustainability of Parkrun SA.

Chapter 5: Conclusion

5.1 Introduction

The objective of this chapter is to highlight and present a summary of the findings of the research, discuss the limitations of the research and propose areas for future research.

5.2 Findings and Highlights within the study

The following was investigated in the research:

- i. Identify the different motives and benefits behind the organisations sponsoring of Parkrun SA.
- ii. Compare and evaluate the three different sponsors' motives and benefits.
- iii. Provide recommendations to Parkrun SA on how to preserve and enhance their relationship with current sponsors and any future sponsors.

The research conducted at the three sponsoring organisations highlighted the following:

Firstly, the research made it clear that the fundamental motivator behind each of the three sponsoring organisations involvement with Parkrun SA is the commercial motivator. This aligns with the literature and consequently, supports the literature, and adds to the body of knowledge on the motivations behind CSI initiatives. The fact that this specific CSI initiative is commercially motivated suggests that the view of some organisations seeing the initiative as either a sponsorship or a CSI, is irrelevant. It is irrelevant because the literature on both a commercially motivated CSI and a sponsorship are similar. The strategic, return on investment nature aspect of CSI (Cooke, 2010) has resulted in this similarity and subsequent irrelevance.

Pure philanthropy was ruled out as a motivator and a link was discovered between a philanthropic motivator and a commercial motivator. It was revealed that the two organisations that mentioned philanthropy as a motivator (Blue Label and Dis-Chem), both suggested the use of commercial benefits to create this philanthropy. They used the commercial motivator and its respective benefits either to convey a certain message (Dis-Chem) or to use the access to the Parkrun SA members for other

philanthropic business ventures (Blue Label). This is a new discovery and was not present in the literature.

The foremost benefit identified through the research was branding. Once again, this is well aligned with the literature and can be added to the body of knowledge around the benefits of CSI. Branding, as a key benefit, is also aligned with the sponsoring organisations original 'commercial' motive for getting involved with Parkrun SA as discovered from the research and highlighted above. It confirms that this specific CSI initiative has been a huge success for the sponsors, as it has achieved what they set out to achieve. Additionally, the success of this CSI initiative was highlighted a number of times throughout the interview process by all the interviewees.

The success of this CSI initiative has resulted in a second major benefit being established from the research. This second major benefit is the improved health of those involved. This was clearly not a major motive of the sponsors for getting involved but is something that has been attributed to the rapid growth and success of Parkrun SA.

Through the research, it became clear that the three sponsoring organisations' motives and benefits are all very similar to each other. The benefits and motives are also similar to the literature as has been mentioned. It can thus be concluded that the benefits and motivations for CSI are commercially and brand oriented. Furthermore, there was similarity between other ad-hoc questions such as, if they viewed Parkrun SA as a success and their recommendations.

Finally, there were a number of recommendations presented by the interviewees. The list of recommendations provided can be hugely beneficial for Parkrun SA if they are followed because they are provided by highly valid sources who have a major insight into the initiative.

5.3 Limitations and Areas for Future Study

In this study, there are limitations that present themselves, such as the use of a purposive sampling, which limits the ability to study all cases of a phenomenon (Oppong, 2013). The researcher was forced to utilise a certain proportion of samples for the study, as the number of Parkrun SA sponsors is limited. The samples were however, adequate for providing concrete evidence of the benefits and motives of the sponsoring of Parkrun SA and an insight into the benefits and motives of sponsoring

non-profit events. They were adequate because of their expertise in the field and involvement in the specific CSI initiative. This study is aware that results could be subject to some bias from the interviewees.

Due to budgetary limitations, this study focused on Parkrun SA, which is one of the many franchises of the global Parkrun phenomenon and thus cannot ensure the same results discovered in the study would be present along all the Parkrun franchises.

This study has provided a detailed overview of CSI benefits and motives with regards to a non-profit sporting event. Some of the organisations that were interviewed did not view the initiative as a CSI initiative and thus for further evidence on the benefits and motives of sponsoring non-profit events, more detailed research could be conducted in that specific field.

A comparative study would be interesting whereby research is conducted into the three sponsoring organisations motives and benefits with other CSI initiatives and then comparing them Parkrun SA's. This would be especially interesting for the sponsoring organisations who do not view their initiative as a CSI but rather a sponsorship.

5.4 Concluding Remarks

It can be confirmed, through the evidence presented in the study, that the motivations and benefits of sponsoring this CSI initiative are well aligned to what the current existing literature suggests. The three sponsoring organisations' views were highly valid for the study and what emerged was how thrilled they all are to be involved in such a successful initiative.

The success of Parkrun SA is an area that was highlighted on a regular basis throughout the data collection, which, as suggested, has added to the benefits seen by the sponsoring organisations. The success of the initiative will also begin to emerge as a motivator for future sponsors who want to get on board on what is undoubtedly one of South Africa's most successful non-profit initiatives.

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Appendix A: The Interview Questions;

Interview for the research on:

Analysis of the Corporate Social Investment motives and benefits behind the sponsors' involvement with Parkrun South Africa.

Name of interviewer:

Name of Interviewee:

Place of interview:

Date of Interview:

Structured Interview Questions:

1. Can you tell me more about your organisation, its core operations, values and competitive advantage?
2. What is your role in your organisation?
3. How does your organisation define CSI? Please explain/support?
4. How do you define/view CSI?
5. What is your role with CSI initiatives in your organisation?
6. What experience do you have in the CSI field?
7. What is your role in your organisation's CSI initiative with Parkrun SA?
8. Tell me about a successful experience you and your organisation have had with a CSI initiative? Please explain/support?
9. Have you had a failure with a CSI initiative? Please explain/support?

10. The literature suggests there are both internal (philanthropic and commercial) and external (legal, globalisation and ethical) motivators of CSI. What do you believe the motivations are behind your organisations CSI initiatives with Parkrun South Africa?
11. Out of the motivations that you have highlighted which do you consider to be the most important and which do you believe to be the least important? Please elaborate/support?
12. The literature gives a host of benefits of CSI from financial (branding and reputational) to non-financial (benefits to employees and society through skills development, health, education and loyalty, community and government support, legitimacy and credibility) tangible to non-tangible. What do you believe the benefits of CSI are with particular reference to your association with Parkrun SA?
13. Out of the benefits that you have highlighted, which do you consider to be the most important and which do you believe to be the least important? Please explain/support?
14. Do you consider your association with Parkrun SA a success? Please elaborate/support?
15. Do you have any recommendations to Parkrun SA to enhance/preserve their relationship with you?

Thank you for your time