



# UEFA EURO 2008™ Football & Social Responsibility Evaluation Report

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## EXECUTIVE SUMMARY

This study was commissioned to evaluate the impact of the five football and social responsibility projects of the UEFA EURO 2008™ tournament (the “Tournament”). Impact was measured against the expectations of project organisers and UEFA, with special attention to unintended outcomes. The approach of this study was focused on the promotion of institutional learning in providing recommendations for UEFA and its project partners. Triangulation was used to cross-check data collection among the five projects. Questionnaires, surveys, checklists, essays, interviews and observations were among the methods used by the evaluation team.

Research on the **EUROSCHOOLS 2008** project found that there was a significant improvement in each of the six scales (attitude towards foreigners; evaluation of the positive social characteristics of sport; understanding of foreign culture; respect; affinity to the ambassador country; and valuation of the project) among participants that had the lowest 33% of scores in the pre-survey. However, the lower third of the control group also improved significantly in three of the four scales it was tested on, casting a shadow over the aforementioned results. Interviews with participating school teachers highlighted the positive impact that children could freely express their creativity by working in different school subjects on a single topic. There was also a deeper reflection on the term ‘fairness’ which extended beyond its sporting definition.

Awareness of the **Unite Against Racism** project was shown to be high among journalists and fans in the stadiums during the Tournament. A Swiss national survey revealed that more than half of the population (54%) recognised the campaign. There was, however, some scepticism towards UEFA’s motives for supporting this project in a tournament where it appeared to have little relevancy. Where incidents did occur there was no reference made to the project in press releases published by UEFA.

Results from the **Fan Embassies** project showed that 97% of the fans that used the service had their questions answered; 95% rated the service as ‘fast and uncomplicated’; and 20% did not think their questions could have been answered at a tourist office. However, many fans (86% around the host cities) were unaware of what Fan Embassies were. Results highlight that Fan Embassies’ focal point needs to be on fan work (coordinating work with UEFA and the local authorities, answering tournament-based questions, etc.) rather than touristic advice. This is especially the case in countries with a well established tourism infrastructure.

The **Score for the Red Cross** project was unique in its approach of fundraising at a major sporting event and succeeded in integrating lessons learned from four years ago at the UEFA EURO 2004™ tournament. It fell short of raising the funds that were expected but had an impressive ground strategy that gave a clear message to fans and added value to ICRC institutional donors. More support would have been needed by the National Societies of the Red Cross to support the video clip that aired in some European countries during the matches.

The **Football for All** project was well received by fans that were present in the stadiums during the build up to the quarter-final matches. The project was not well covered in the media and stood out as being less integrated into the Football and Social Responsibility campaign than the other projects. It did have an unintended output of strengthening a network of disabled sport organisations in Switzerland and Austria.

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## PREFACE

This report has adopted a critical approach with a focus on institutional learning. While this approach necessitates acknowledgment of good practice, it only contributes to a small part of the overall content of the report. The main focus is on identifying aspects that did not work as expected and suggesting ways in which they can be improved. This method is purely intended to maximise the learning effect and should not undermine the merits of individual projects, all of which delivered on their commitments.

This short version of the report includes the conclusions and recommendations made for each project. Please contact the authors if you wish to obtain the full report.

We would like to thank UEFA, for providing us with the access that made the evaluation possible, and the project organisers for giving us their time and honest opinions for the sake of improvement.

# 1. Swiss Representative Survey

An external agency was engaged to carry out a survey among residents of Switzerland's four host cities, and Lausanne, to give an overview of awareness for the five FSR campaigns.

**Question:** "UEFA supported many projects and campaigns during the EURO 2008 tournament. Which of the following projects have you heard about?"

**Methodology:** Respondents in each of the different cities were contacted at random via telephone and asked the aforementioned question.

**Sample size:** 1,003 people in Switzerland (from Basel, Bern, Geneva, Zurich and Lausanne)

**Dates:** The survey was carried out during June 30 – July 24, 2008.

**Results:** These figures indicate the percentage of respondents that answered "Yes" to the question.

EUROSCHOOLS 2008	9.9 %
Unite Against Racism	54.1 %
Fan Embassies	10.3 %
Score for the Red Cross	19.9 %
Football for All	28.0 %

## Diagrammatical representation

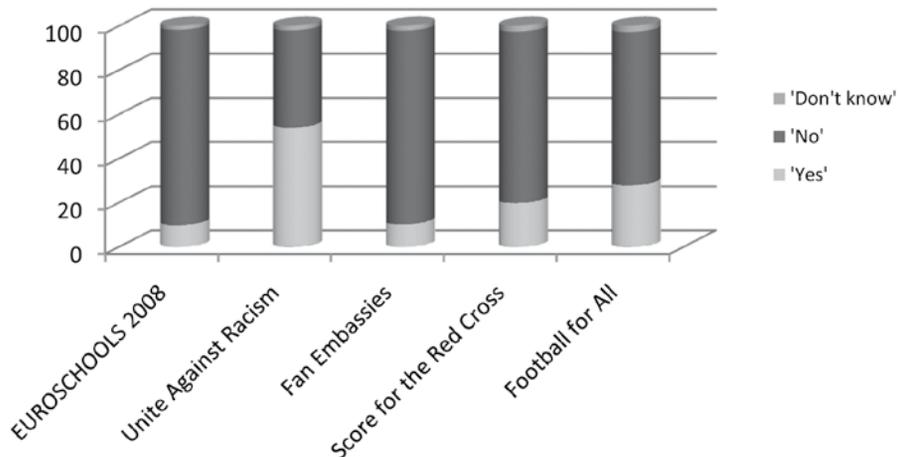


Figure 2: Percentage of respondents (N=1003) indicating awareness of each FSR campaign

**Key Findings:** It must be concluded that the general population were not aware of the different FSR projects, with the exception of Unite Against Racism, where over half of the respondents recognised the name. Relatively high awareness of the Football for All project was unexpected and did not concur with results from this evaluation. It can be assumed that some results from this survey are anomalous due to this project having a familiar-sounding

name. Although the same could be said for Unite Against Racism, this project has gained recognition through being part of an ongoing campaign. Recognition of the EUROSCHOOLS 2008 and Fan Embassies project were more in-line with the results from this evaluation. The results act as a good benchmark for the former but for the latter – in the context of the public service it offers – it underlines a more problematic issue.

## 2. EUROSCHOOLS (ES)

### 2.1. Conclusions

Triangulation, of quantitative and qualitative assessment techniques, was used as a way of assuring the accuracy of results. However, the interpretation of both sets of these results seems to suggest that quantitatively, the results have underestimated the impact of the project, and qualitatively, they may have overestimated it.

Looking at the quantitative analysis, the first data collection showed that the students taking part in the project already had high scores (positive attitudes) across the six scales (Foreigners, Sport, Culture, Respect, Country and Project). These high scores could explain why no improvement could be ascertained from the post-survey, and why, in some cases, lower scores were also observed.

Importantly, the 33% of students who scored lowest for each scale reported a significant improvement in the post-survey. Moreover, the 5% who held an overall negative attitude also showed a significant improvement. This demonstrates the receptiveness of students with a negative attitude to the aims of the ES Project; evidence that the project has, at least partially, met its objectives. Caution is, however, recommended since the lower third of the control students also showed significant improvement in scales 1 (Foreigners), 2 (Sport) and 4

(Respect). For this reason, the positive results of ES should not be overrated.

Feedback to the project organisers and research team was very positive, despite initial pessimism from the schools on their perceived scale of the project. Most highly praised was the impact that Fair Play tournaments had on integration and tolerance within schools and classes.

Organisers developed a practical curriculum considering the different variables involved (participation, time, resources, etc.). It provided the flexibility to allow schools (importantly here, the children more so than the teachers) to be creative and invent their own projects.

The cultural dimension of the project enriched the students' everyday life but as an isolated project it is not sustainable to fight discrimination. Teachers can be over-stretched by the task of having to "invent" content on lesser known countries which exceeds their own area of expertise.

Integration with the Tournament was not comprehensive and gave rise to the impression that the success of the project relied predominately on individual commitment and the autonomy of the teachers that were involved.

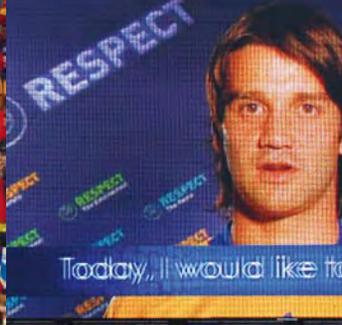


## 2.2. Recommendations

ES was a commendable follow-up to the successful conception of 'WM Schulen' at the FIFA World Cup in 2006. The following recommendations are based on the observations from this evaluation.

- Continue with the project, bearing in mind its potential in countries where views towards other cultures may be more insular.
- Guarantee adequate funds from the beginning to allow the project to start earlier. The project needs to start at least two years before the Tournament to allow for:
  - a sufficient negotiation period with other stakeholders (FAs, educational authorities).
  - organising parties to come together to develop an organisational structure; a timeline, outlining key tasks; and a budget.
  - enough time to inform schools and involve other stakeholders in the selection process.
- Establish a deadline early in the academic year beyond which the search for school participants does not continue. This would allow for all the necessary plans to be relevant to participants (e.g. curriculum, event dates and evaluation).
- Conduct a baseline study with a representative sample to monitor students at the beginning of the academic year, before any work has been conducted, to track a more accurate measurement of progress. Under these circumstances we would expect to see a greater impact on participants.
- Identify and engage the lower-third of each of the scales through specific exercises in the curriculum. Cater for slightly different audiences.
- Set out a clear package with timeline, curriculum, project ideas, monitoring and evaluation plan, etc., for schools. (As suggested in an interview with organisers, this could be in the form of a flyer to sell the idea initially and backed up later with more detailed content.)
- Organise a workshop or training days for teachers and selected students, which can be used as a platform to deliver the package, explain the project and collect feedback afterwards.
- Set up an (Internet-based) open discussion forum for teachers and organisers to share ideas and collect feedback, according to topics.
- Anti-discrimination lessons need to be embedded in the schools' curriculum (e.g. as project weeks replacing other lessons) to be effective. They would also benefit from some form of incentive for involved teachers (e.g. release from other teaching activity, supplementary grants, etc.).
- Not only state or school resources are needed to guarantee the smooth participation of schools. For the ES Cup tournament, the technical equipment (jerseys, shoes, etc.) and organisational support (accommodation, catering, etc.) could be organised by sponsors. This may also create a better integration with the Tournament.
- While integration with the Tournament is key, it is also necessary to remove the unique event character of the project and to gain sustainability. The curriculum needs to be clear on how schools can continue with Fair Play rules (i.e. future internal or external competitions) and intercultural dialogue (creating concrete ties with other schools).







## 3. Unite Against Racism (UAR)

### 3.1. Conclusions

There were only a few isolated incidents, fuelled by racism, which made the headlines during the Tournament. This made it difficult for some people to see why the campaign was of any use: “if there’s no problem, why spend all this money for a redundant campaign,” was one journalist’s argument. Despite the incidents that were reported by the press and other evidence of a racist undertone among some fans (for evidence see FARE’s Tournament report), there was no clear link made to the UAR campaign in the media. Perhaps at the source of this problem were releases such as one published on UEFA’s Tournament website that gave details of a fine handed out to the Croatian FA for the conduct of their supporters in the game against Austria, but made no mention of the campaign.

Interviews revealed that there was some confusion between the Respect slogan, the UAR logo and the ‘No to racism’ ad boards. When asked if they knew about a social campaign running alongside the Tournament, a number of fans assumed it had something to do with the Respect slogan they had seen before. Whilst this was not entirely incorrect, they did not relate it to the UAR campaign when asked what it meant. Although the Respect slogan had a big impact on the Tournament, it did make for a less consistent branding of anti-racism activities.

In spite of that, the UAR campaign was recognised by more than half of the respondents to the checklist cards of this evaluation and more than half of respondents to the Swiss representative survey. Interviews revealed that most journalists were aware of the campaign through previous experience. Many of those journalists were cynical of UEFA’s intention behind the campaign and leaned toward the notion that it must not be a strategic commitment by UEFA but more of a PR campaign.

### 3.2. Recommendations

The fight against racism in football has progressed considerably in the last 10 years and the exposure that the UAR campaign received at the Tournament was evidence of this. For the first time (and in contrast to Portugal 2004) the UAR campaign was part of the match-day activities within the stadiums. A large proportion of these activities (“La Ola” / bibs / tickets / 30-second video clip / pitch-side advertising boards) were developed by UEFA itself, showing its commitment to the project. Recommendations are made on the basis that UEFA can continue to play a part in the fight against racism on a global stage.

- The need for this campaign is stronger in Eastern Europe where racism is generally a more relevant topic for journalists and fans than in the West. This makes it a key project for the tournament in 2012.
- Hublot’s involvement in the UAR campaign marks a new development in the field of social responsibility at major sporting events. Mutually beneficial partnerships between sponsors, civil society organisations and sport organisations must continue to be sought in order to create synergies and maximise the impact of a project.
- New measures need to be created that make the campaign and UEFA’s involvement more credible in the eyes of the media and fans. For instance, there needs to be a link with incidents that occur during the Tournament, which is evident in releases and statements.
- Ensure a streamlined and clear organisational structure. This should allow for efficient coordination and distribution of consistent messages.
- Activities such as the “La Ola” could be better choreographed if they were coordinated through the various fan groups.

## 4. Fan Embassies (FEs)



### 4.1. Conclusions

Research shows that most of the people who made use of FEs experienced a fast and uncomplicated service in getting their questions answered. However, the work of the FEs was, in general, under-estimated and under-supported by the host cities.



In many cases, the host cities did not allocate ideal locations for the FEs. In turn they did not have many visitors and, as research suggests, most fans that did use the service, found the FEs by accident. This point is underlined by the fact that the research teams had problems finding fans that used the FEs to fill in the questionnaires. Away from their location, FEs were virtually unknown to the fans in most host cities.

80% of respondents believed that the answers they were given could have been provided by a tourist office. This suggests that the role of stationary FEs in countries such as Switzerland and Austria, with well organised tourism infrastructures, needs to be re-evaluated. However, as evident from the response of the remaining 20% of respondents, there is a unique value in the service. Specific fan work is needed as a core service even when the Tournament benefits from host cities with an excellent tourism infrastructure.

Media response to this project was relatively good. FEs differs slightly from the other FSR projects in that it offers a service to the general public, the fans. This may offer some explanation for the number of informational articles written. Again, in reference to the lack of awareness found in the research, it could be that these articles may not have targeted, or reached, the right audience.

### 4.2. Recommendations

In order to strengthen its relationship with other partners (improving communication pathways with UEFA and proving its worth to local authorities) FEs need to become more professional and move away from the idea that they are just: "good people doing good things for poor fans" as one organiser admitted. Recommendations follow this central theme.



- A clear strategy for mobile and stationary FEs at future events needs to be developed. If FEs set the goal of reaching as many fans as possible, then most of the FEs were not very successful at the Tournament. However, organisers do point to “hidden” parts of FEs work, which suggest a niche. Such areas include giving information to local authorities and allaying fears over hooliganism to fans; or carrying out fan work in the course of the Tournament away from FEs, mediating between fans and / or police in the cities and stadiums.
- Instead of a ‘one-size fits all’ approach, fan work needs to be adapted to fit the existing tourism infrastructure. In countries with developed tourism infrastructures, FEs need to work closely with the tourism infrastructure as part of a full package. In places where the infrastructure is less well developed and specific fan work – as outlined above – is called for on a larger scale, FEs should organise a greater presence.
- With a clear strategy in place FEs will be able to:
  - convince partners of the value they add to tournaments by explaining where their niche lies.
  - develop a clear organisational structure that will lend itself to better internal and external communication.

- draw up a project timeline, with responsibilities of key personnel outlined, at least one year before the start of the Tournament.
- Incorporation of FEs with qualifying matches and other tournaments is integral to making FEs a part of fan culture.
- Harmonize the design of FEs to ensure that fans immediately recognise one when they see it. Organisers could produce guidelines for the design of FEs to guarantee recognition.
- Bundling FEs with other activities or projects would increase attractiveness to fans. This was demonstrated in Geneva, where the proximity and perceived integration of the Street Kick Tour into the service attracted more fans to the site.



## 5. Score for the Red Cross

### 5.1. Conclusions

There was a clear and effective ground strategy in place for this project. Fans heard the message and were able to understand it. The problem was that they were not mobilised to the degree that the investment into the project warranted.

The late decision on the nomination of the International Committee of the Red Cross (ICRC) as the official Tournament charity partner caused a knock-on effect that prevented the campaign from reaching its full potential. Given the close deadline there was a lack of staffing, which made it difficult for the ICRC to engage National Societies of the Red Cross (NSRC) to raise the priority of the campaign at such short notice. The results obtained in Germany, the country that raised the highest amount, are to be attributed to the ground strategy – especially the effectiveness of the 30-second video clip – and not to the German Red Cross, which had a negligible involvement in the campaign.

As the organisers suggested, fans may have been less inclined to donate after seeing that UEFA was also donating money for each goal. Sharing the fundraising task with UEFA may have led to a more relaxed attitude towards donating since many fans have the impression that UEFA is able to raise significant funds for the campaign without the contribution of fans.

### 5.2. Recommendations

There was a significant improvement in the ICRC's approach towards the Score for the Red Cross campaign in comparison to the previous ICRC/UEFA joint campaign at the UEFA EURO 2004 tournament: 'Protect Children in War'. The evaluation for that campaign points to recommendations that have been implemented into the current project, most importantly, bridging the gap between the seemingly distinct worlds of humanitarian aid project and major sporting event.

The following recommendations are based on the condition that planning for this project needs to begin at least two years before the Tournament.

- Expand staff to work with the NSRC to raise the profile of the campaign on a national level.
- Implement a strategy that will engage the NSRC to make the project a priority in their respective countries. This means that the project has the engagement not only of single departments but of top-management within the NSRC.
- It follows that consistent messages for the campaign need to be delivered at the Tournament and national level.
- The potential of new media needs to be used to implement a strategy that gives people the ability to donate at the point of being informed of the campaign (SMS, [mobile] telephone).
- Ensure and monitor that clips are shown on TV during the breaks between matches in different countries.
- Introduce measures that allow the campaign to be better integrated into the Tournament itself (stadium announcements after a goal, traditional fundraising techniques at the games such as donation envelopes).

[scorefortheredcross.org](http://scorefortheredcross.org)



## 6. Football for All (FFA)

### 6.1. Conclusions

The ÖBSV representative highlighted the positive impact of the project for the athletes and federations involved. FFA gave them a chance to present sports for the disabled to a big audience under the banner of a high profile event. He pointed to the good organisation of the match-day events by UEFA that gave the athletes the feeling of being a valued component of the Tournament.

One of the unintended outcomes of the campaign was that it strengthened the network of organisations concerned with disabled sport. The campaign began behind schedule, so organisers were under pressure from the start. Under the strict directives of UEFA, organisers had to pull the network together in order to make the necessary preparations for each of the four games.

The clear priority given the limited timeframe was to ensure practical considerations were implemented for each of the games. Organisers spent time communicating with the four bodies to define the precise conditions under which the games had to be played (e.g. silence from the crowd in the blind games). This may have taken valuable time away from other preparations that could, in the long term, have been more beneficial for the teams. Despite at least one significant report, on Swiss television, the games were not really seen or heard of outside the stadiums.

### 6.2. Recommendations

It is possible to analyse the impact of the campaign on its main target audiences as an inverted triangle. At the bottom tip of the triangle are the players of the exhibition matches who benefited greatly from the experience. Next was the network of disabled sport organisations who were also rewarded with closer networks of cooperation and raised awareness. One step up is the fans in the stadium who were notably impressed with the performance of some of the teams. However, the next two

levels – the media and, at the top level, the wider viewing audience – were not engaged sufficiently. The recommendations are focussed on better engagement of these top two levels.

- Plusport is the umbrella organization of all disabled sports in Switzerland. As such their mission will conflict with their intention to promote and coordinate FFA on an international level. A continuation of the partnership with UEFA would require new structures. These could be established by founding an umbrella organisation of all disabled sports on a European or international level or by a spin-off of the Football for All project and the establishment of a stand-alone organisation.
- Broadcast the games with commentary so that the millions of viewers can understand the background and appreciate the idea of the game.
- Guarantee that the games get full attention of the stadium announcer and, subsequently, the crowd by ensuring that the pitch is clear of all uninvolved people, especially national teams.
- Aim to raise awareness to a level similar to that of the UAR campaign. Develop a clear communication strategy for the project including a website, press releases, and interviews with organisers and briefings.
- Secure sustainability of the campaign with activities on a more continuous basis: have a focus day where FFA exhibition games are played in other tournaments and leagues as well. Invest in 'spin-off' projects that involve getting more people active.
- To enhance media interest, the creation of a local reference (e.g. to the participating teams) might be useful. Social projects are not the main focus and competence of sport journalists, therefore the involvement of journalists covering other sectors could get wider coverage.

## 7. Recommendations for UEFA

The step-up from an awareness-raising campaign in 2004 to the support of five highly ambitious FSR projects in 2008, clearly shows that UEFA is raising the bar in the field of social responsibility at major sporting events. If it decides to continue in this direction then the objective must be to improve integration between the FSR projects and the Tournament.

- The 'Respect' concept was a positive step in this direction but needs a better delivery strategy. It was a relevant topic and encapsulated the campaigns and other aspects of the Tournament (such as respect of national anthems). Looking for synergies between projects and integrating them with one another and the main concept is strongly recommended.
- Clearer signage on the home page is necessary for every project. Apart from the link to the Score for the Red Cross campaign, it was difficult to find the FSR pages on the Tournament website.
- One of the main complaints shared among those involved in most of the FSR projects was a lack of integration of their project with the actual Tournament. Activities that demonstrate a direct link between project and Tournament could help to bridge the gap between expectations and provide the general public with further evidence of UEFA's commitment to its FSR projects. More exposure for these projects could also provide some of the sceptics with evidence that projects were making a difference.
- Where projects overlap there needs to be branding relevant to the specific project and to the chosen 'umbrella' slogan. The close proximity of the Fan Embassy and the Street Kick Tour in Geneva demonstrated how some projects can add value by being combined. The neat wrapping up of all social actions under the 'Respect' slogan in the Tournament demonstrates how this idea can be developed.
- It is important that UEFA shows equal commitment to all of its projects. Interviews with journalists and fans pointed towards a collective scepticism of UEFA's motivation for the support of its FSR projects. To improve the perception of UEFA's commitment to certain projects it is necessary to show that the top management sees it as a priority. As happened with the Score for the Red Cross and Unite Against Racism campaigns, important days in the project's calendar need to be attended by the President, the General Secretary or a member of the Executive Committee.
- A characteristic shared by all projects was a lack of time to make all the necessary preparations. A clear project portfolio needs to be drawn up by UEFA at least two years ahead of a tournament. Additionally, UEFA could help by providing a minimal start up fund for preferred projects to enable the selected project partners to begin their work on time and run to a realistic timetable. It might be necessary to provide this funding even if other sponsors are not yet on board.
- The importance of fan work needs to be made clear to partners by specifying it in the host city contract. A section highlighting the necessity of Fan Embassies in some form at the tournament (depending on the needs of the host cities) requires inclusion.
- Stewards and volunteers can be better used by providing them with a clearer briefing on social campaigns. If they are advertising a campaign's message on their bibs it makes sense that they know what it is about, especially since they are often asked questions by the fans.
- Maintain the dedication of a 30-second video clip on TV at half-time, in support of an FSR project. Ensure that all TV rights holders sign the clause and monitor that the clip is systematically aired. The priority needs to be among participating countries but would ideally be upheld by other nations as well.

## 8. Observations and remarks on the Respect campaign

As UEFA President, Michel Platini, explained at its unveiling in March 2008, the Respect campaign was to be used “as an umbrella term for lots of different initiatives.” Indeed, the five FSR projects were wrapped up in this bundle, which received a very high accolade in the UK’s Daily Telegraph.

The article described the campaign as the Tournament’s “biggest plus”. Its reason was that “[UEFA’s Respect campaign] seemed a rather vague concept at the outset, but actually struck a chord. National anthems were generally respected, sportsmanship between players was high, simulation was relatively restrained, sendings-off were scarce and, best of all, rival fans mingled both inside and outside the stadiums.”

The choice of word was important. A word like ‘respect’ does not need explaining. What seemed to happen over the course of the Tournament is that everyone (players, fans, officials, stadium announcers) ended up playing out their own interpretation of the word, which manifested itself in the way it was reported in the extract from the Daily Telegraph.

However, it still seems apparent that there is room for improvement on the delivery strategy of the concept to have a greater impact.

It was unclear where the Respect slogan came from. For example, some of the journalists and fans interviewed were confused whether it was one of the slogans for the UAR campaign or if it meant that they were supposed to respect the professionalism and skill

of the disabled players. Of course it meant both of these and more but the message was ambiguous and did not resonate.

Ideally, there would be a relevant theme or slogan in place before the concept of any FSR project is decided on. The FSR projects could then be based on this general theme and linked with it at press conferences and launches. Top management should be aware of the integration of the slogan and how each of the FSR projects fit together so that they can explain this whenever necessary.

Fans and journalists want to see evidence of the impact these projects have. When professional blind footballers are playing an exhibition match, it should be clearly communicated that this is in fact one campaign which is part of a comprehensive UEFA FSR strategy. Visibility of the umbrella slogan is essential during such activities, TV commentators need to be briefed on how and why they are supported by UEFA, stadium officials (announcers, stewards, volunteers) need to understand the concept and teams should be briefed in case they are asked questions in interviews.

UEFA would benefit from a clear FSR strategy centred on a theme that supports its current activities, with commitment to sustained integration to all tournaments, leagues and internal operations. In this way an FSR strategy is coordinated through the company, involving different business functions, extending out naturally to its external business operations.



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**SCHWERY CONSULTING**

Güterstrasse 13  
2502 Biel/Bienne  
Switzerland

Tel. +41 32 325 80 80  
Fax +41 32 325 80 81

rolf@schwery.ch  
[www.schwery.ch](http://www.schwery.ch)

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