



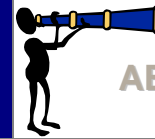
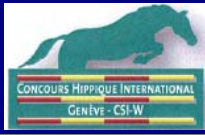
“From classic to Responsible sport events via equestrian”



Patrick Rothen

28 June 2008

Towards a better future for my children Justine and Franck



Abstract

The Geneva International Horse Show (CSI-W/CAI-W) was founded in 1926, and is involved today in the Indoor round. It welcomes at the Geneva Palexpo one-step of the Jumping and the Driving World Cup, for four days in early December and on-the aftermath of Motor-Cross.

It welcomes the world's elite riders-drivers and leaders to compete for more than twenty competitions under the scrutiny of TV cameras, in the Grand Prix World Cup.

With the lively impulse provided by five motivated people to initiate a radical change in the functioning and management of this impressive event, the 47th edition of the CSI-W/CAI-W experienced a mini-revolution, a shift in management to a more responsible and respectful view of the future of our planet, with the motto "to prohibit any new non-sustainable damage and drastically restrict existing ones!", including social, environmental, economic and governance approach.

After one edition of analysis and timid ad hoc measures, this group has finally been given the means to implement a responsible approach. Coming from different backgrounds, skills and experiences, some working for the competition throughout the year - as did the others during the event, they were able to capitalize on their respective strengths to create this Commission.

Involved for several years already in this sporting event, in a variety of caps, and welded by a tenacious will to inculcate in the Organization the need to develop a vision of sport responsibility, these five individuals created a dedicated Commission for Sport Sustainable Responsibility (CSSR).

The Direction of the Competition have endorsed their projects, and they in turn have established a program to develop a Sport responsibility approach, management approach and more appropriately and adequately, which is simply unavoidable in the light of current social, environmental and economic findings!

It is indeed an urgent goal to radically change the habits, comforts, luxuries which are antithetical to the future of our planet; CSSR aims both the professional activities of competitors, as recreation contemplative spectators and targets over the whole organization of the event. To measure our evolution and the rightness of our approach, we will create a balanced scorecard to follow our evolution and we are working to receive the Ecosport's support and hope to win both prizes from the Ecosport and the NGO Swiss Olympic.

1 Introduction

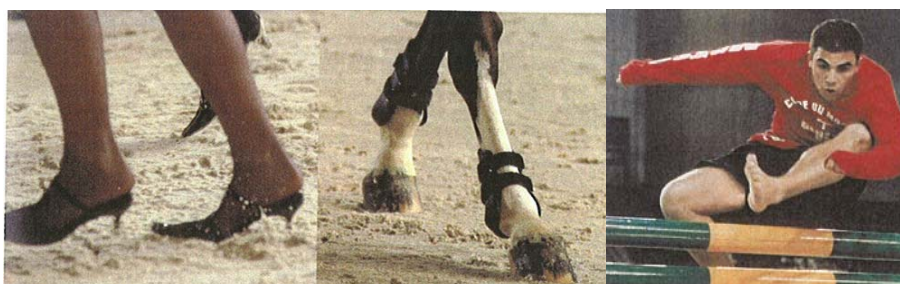
Why this topic “from classic to Responsible events”?

Today, Responsibility, is not only a business promotion. I think that all activities from the smallest effort to a big business activity can have a reflective impact on how to increase the responsibility of each action. What can we do better tomorrow? How can we implement responsibility as a reflex and not just as a good practice? There is a long way to go yet but the movement is going on. In the future generation it will be normal to be responsible and I hope it will be in the “genetic code of the human being”.

My thoughts were about what we can improve today for the next generation and how we could influence the other to be more responsible, transmission of a movement of Life. One possibility was to create an action in a corporation but most of them today are already underway in the CSR’s movement and therefore these actions influence only the workers. No, I would like to find something where we can touch a larger population and not only the workers but the older generation, the adults, the teenagers, above all the children: symbol of a generation. What could influence and involve the whole population? Tourism, yes, it is the most important activity around the world, but it is only for the travellers, and not the others. So which activity could we find everywhere, every day from the rich to the poor countries? The answer that came up was SPORT.

In life, everyone has seen or participated in a sports activity. Through sport we can pass a lot of messages; we are able to give a lot of good examples to the young, the power of tomorrow.

That’s why I have chosen to use sport to sensitize the population to become more responsible on their acts tomorrow. We created an action group commission to promote a sustainable approach in sports events (Commission in Sport Sustainable Responsibility, CSSR). Our first step is to implement this idea at the CSI-W/CAI-W Geneva International Horse Show. I found that it is beautiful, as our first experience, to link animals and human beings to cultivate a sustainable approach.



We will try to move this event from a classic approach to a responsible event by implementing or developing ethics, social, economic, environmental solutions and governance. Our project is to improve this event for the next 3 years with a measurement of our progress with the Organizing Committee (OC) of CSI-W/CAI-W¹, FSSE², FEI³, Swiss Olympic⁴ and Ecosport⁵.

My thesis will reflect our ideas, values, motivations, reflections and methodology for implementing this sustainable approach with some concrete actions and a method for measurement. I will include the themes we have seen through the course such as ethics, stakeholder, measurement, indicators etc...

It is a concrete research; this work will be managed as a project. At the end we will find a list of real actions developed on the basis of an academic reflection. The solution must be realistic, innovative and ready to be implemented for the next session (December 2008) of the CSI-W/CAI-W.

We hope it will be a success, because the next act for the CSSR is to implement this methodology in other sports or events. Why not a CSSR for CSI-W/CAI-W in other countries or a CSSR in skiing, sailing (Bol d'or), gymnastics, soccer, running (famous Course de l'escalade at Geneva)...

This document will be in 3 parts. Therefore, you will first find a description of what is the CSI-W/CAI-W (WHAT), then an reflection on CSR and CSI-W/CAI-W (WHY) and further a measurement through a balance scorecard and a list of actions (HOW). Finally, you will have a conclusion and a list of references, which helped me during my work.

¹ CSI-W/CAI-W. *Geneva International Horse Show*. (www.concours-hippique.ch)

² FSSE. *Fédération Suisse des Sports Equestres*. (www.fnch.ch)

³ FEI. *Fédération Equestre Internationale*. [23]

⁴ Swiss Olympic Association. (www.swissolympic.ch)

⁵ Ecosport CH. *Program of Swiss Olympic with the collaboration of the OFSPO and the OFEV*. [26]

2 What is CSI-W/CAI-W?

CSI-W/CAI-W Geneva is the Geneva International Horse Show, the world's leading indoor event, thus contributing to making Geneva a world-renowned capital of equestrian sport. The number of spectators steadily increases each year. During the last Show in December 2007 there were a total of 39,000 spectators, confirming the popularity of this event, who came to watch the achievements of the best riders and drivers in the world during the four days of competition.

Today, with some 3,000 horses for 450,000 inhabitants, the canton of Geneva has no fewer than 20,000 riders of whom 1,547 hold competition licenses and 2,166 “brevets”. Horse riding is an integral part of Geneva's traditions.

2.1 The main step of the show from 1926

1926: The 1st Geneva International Horse Show was held at the newly built Palais des Expositions at the Boulevard Carl-Vogt, 85 riders and 158 horses took part. At first events were held every two years.

1975: The Geneva International Horse Show moves to the Vernets Sports Centre (sector of the rink). The competition was held on an arena built on the ice.



1979: Keeping up with the times, the 25th Geneva International Horse Show enters a period of revival by immediately joining the World Cup Circuit.

1991: The 31st Geneva International Horse Show is held for the first time at Palexpo⁶, which has the world's largest indoor arena. A new Organizing Committee, presided over by Pierre E. Genecand, gives impetus to the event.

1992: The scene is now set for the annual equestrian event and Geneva's CSI-W/CAI-W has found its cruising speed. Palexpo's infrastructure provides the possibility of housing under one roof the arena, restaurant, shopping village, paddock, stables and parking for the vans.

1993: The popularity of Geneva's CSI-W/CAI-W is evident, with an attendance of 23,000 people at Palexpo.

1996: For the first time on Swiss soil, Geneva organizes the Final of the 18th Volvo World

⁶ Geneva-Palexpo. (www.geneva-palexpo.ch)

Cup. More than 51,000 spectators attend the event. The international show jumpers vote Geneva as the world's n° 1 indoor event.

1997: For the first time, Geneva is offering both World Cup-level show jumping and dressage.

2001: A world first, Rolex and Gandini present the Top Ten Final. Bringing together the best riders on the planet. The events live up to expectations.



2002: For the first time in Switzerland, the driving World Cup comes to Geneva.

2003: From now on the CSI-W/CAI-W Geneva is managed by Mrs Sophie Mottu.

Alternating with the competitions, many animal attractions (raptor flight free, camels, wolves, reindeer, mules, cows, dogs agility ,...) embellish the events and offer a different approach of the horses, especially for children (baptisms, pony-games, polo, simulator driving ,...).

2.2 The show for tomorrow

2008: a unique and innovative competition with a high level is being established.

2010: In view of the time that has elapsed since the 1996 final and the determination everyone has shown, it comes as no surprise that the organizing committee, the volunteers and the sponsors have set their hearts on a new final in Geneva in 2010. They are convinced that they can meet the challenge, as they did in 1996; and this dream seems, much more accessible, as the major part of the budget is already covered.

2.3 The structure

2.3.1 The organization

Its organization has often been praised by the competitors for its discipline and friendliness. It is true that having a hotel infrastructure and the airport within a 500-metre radius of Geneva-Palexpo, makes the riders and the officials stay that much more pleasant, and also that of the sponsors and spectators who, in some cases travel from afar.

2.3.2 The team

The committee is made up of 32 people (30 volunteers) and combines motivation with responsibility, fully utilizing each member's skills throughout the year to make this big annual

event a truly festive one. So everyone plays a direct and active part, driven by a shared passion for and loves of horses.

Therefore the organizers have no trouble in mobilizing the 700 volunteers needed each year.

2.3.3 The sponsor

The unwavering loyalty of the sponsors simplifies matters by allowing the committee to concentrate all their energy on the hosting and organizing of the events. Consequently several of the partners have been backing the Show for many years now.

2.4 CSI-W/CAI-W in number

| | |
|-----------|--|
| 3 | 1 Indoor track (4,752m ² , the biggest of the world), 1 training track (1,700m ²), 1 attraction track (1,040m ²), 1,500m ³ of specific sand, 420 loose-boxes |
| 8 | days of occupation, 4 days of competition, 48h between end of the motocross and the arrival of the first horse |
| 15 | internationals TV channels, 4 competitions transmitted through the 5 continents |
| 21 | Nations |
| 22 | competitions, 1 round of the world cup indoor jumping (28th times), 1 round of the world cup indoor driving (4th times), 1 Top Ten Final (7th times), 4 round for the world ranking FEI, etc |
| 32 | committee and commission members, 700 voluntary, 39.800 spectators |
| 58 | trucks (horses international transport), 115 vans |
| 70 | stands for shopping |
| 112 | Course for courtesy car |
| 180 | International riders, 16 drivers, 550 horses (international, national, attractions...) |
| 1,556 | kg of paper FSC certified, 120,000 A4 paper, 4,200kg of programmes, 41,000 list of start, 5,000 list of result, |
| 2,000 | lunch for the voluntary, 5 restaurants for the spectators |
| 3,700,000 | CHF of budget |

“CSI-W/CAI-W Geneva a long success story”

3 Why CSR and CSI-W/CAI-W?

In this part I will explain why we will put the CSI-W/CAI-W into a CSR philosophy.

3.1 Vision & Values



3.1.1 Vision

Our vision is to become the first Swiss equestrian event, with strong performance, to adopt the principle of sustainable development and sport responsibility.

3.1.2 Mission

Our mission is to permanently create the conditions necessary for sustainable and responsible management and action in the sport event to help the OC.

3.1.3 Values, four key principles

Compliance - Sporting - Safety – Respect

They guide our personal work ethic and our commitment to our stakeholders.

3.2 Project

3.2.1 Genesis of the project

I am interested to say a few words about our application, in the CSI-W/CAI-W, in order to better understand the "Scene" and hence our project.

Active for many years within the organization of this event, the five members of the CSSR are familiar with its workings. Their professional activity helps, and was complementary, but united in the draft ECOSPORT: their fascination for the sport mixed with their respect for the planet allowed them to carry out the draft of this first task.

But that does not stop their desire for action: dropping the Exchange Cantonale (GVA)⁷ Sustainable Development is the logical continuity of the efforts.

The first step of the CSSR is to take the measure of this major impressive sporting event, requiring a big effort and currently little respectful of sustainable development, primarily due to parameters of economic survival.

Analyses, studies, observations, location scouting, etc were the key words of the latest edition: every fact and gesture was given the magnifying shiny treatment.

It is not enough to play the passive observer, the five members were mobilized, for their findings, and to go on the field with their corrections - sorting waste, etc: the second step!

No fewer than 30 separate areas share the establishment and the sequence of the event: commissions or departments stables, canteen, forums, VIP, press, exhibitors, decoration... The 120 people from the main arena represent a large proportion of some 700 volunteers who attended.

The result of this first approach involves many changes to be made, generally and specifically within the various departments of the organization. It is primarily our responsibility to convince any actor in this competition to join in this observation, but not to coerce. It requires that everyone goes back home for 361 days with the message hammered during the event. If each event could play the same rules, "if all the guys in the world joined hands," as in the song...: one day, hopefully, the CSSR will be combined with other applications such as CSI-W/CAI-W.



⁷ Etat de Genève. *Bourse Cantonale du développement durable.* (www.etat.geneve.ch)
28 June 2008

In view of the debriefing of the 2007 edition, a report has been sent to the OC to enable it to take note. Some solutions are proposed in order to make this event more compatible to the remedies required by our Earth: the third approach.

3.2.2 Project Description

A small group of independent workers (CSSR) of the event (in this case CSI-W/CAI-W) continues to submit solutions to achieve a balance and be eco-responsible, according to a sustainable development policy, to the OC.

As the approach of the CSSR was born in the CSI-W/CAI-W, its purpose is, ultimately, to propose analytical, changes tangible and concrete actions for implementation, of all kinds of other events.

3.2.2.1 Objectives

Due to its size, the establishment of infrastructures of CSI-W/CAI-W involve collaboration and the juxtaposition of a wide range of areas, a multitude of businesses, and a crowd of colleagues, to give their lives.

Our Commission intends to build and to intervene on this range of areas essential to the functioning of the event, reaching its practical approach and for proper management in the long term for this competition.

However, it is resolved to accept that some areas can not be modified, or be modified very little in the context:

- We can not avoid the cycle and roar of truck evacuating the land of motocross and bringing sand.
- It would be unrealistic to impose the train on the competitors for the transport of horses, equipment etc, instead of using their own truck.
- However, horses have to be on a litter of straw or wood chips, not on... air-cushions!

NB: this aspect of reality is very important for me, because spectators when, they are going back home with the eco-message, they have this kind of reality in front of themselves and this demonstrates that it is possible to live with responsibility.

Our main objective focuses on the analysis of each of the departments and in improving and streamlining, wherever possible its' relations, exchanges, management, operation, resources, waste...

Inputs and outputs will detail, like the quantities produced and consumed, like the type of

products and utensils used.

Concrete actions will be implemented in order to achieve our objectives as soon as possible.

3.2.2.2 Resources estimated (human, financial...)

The CSSR is a group of volunteers, voluntary and independent, whose resources are purely the wishes of concrete measurable eco-responsible and personal means implemented for this purpose.

The CSSR is not granted any budget from the competition. It is a guarantee of independence, objectivity and freedom.

On the other hand, some resources will help us to further strengthen the global conscience, proving to everyone that concrete progress can be achieved without undue constraints.

Human resources available to the CSI-W/CAI-W are impressive: more than 700 volunteers allow this event to exist and operate. By January already, these volunteers are applying for the distant month of next December.

More than thirty official departments take control and manage the preparations and the smooth running of the competition. It is the passion for horses which fuses this whole team.

3.2.2.3 Measures to implement



An attendance of the event by nearly 40,000 spectators is not without nuisances, in the broadest sense: in terms of pollution, but also to traffic congestion, waiting time before the parking cashier, taxi after the service of public transport...

This type of event provides a living for many shopkeepers and the community. It is not an objective of the CSSR to attack their livelihood. But the issue also has to go through them, and to their customers. They constitute an important relay in the campaign of respect, awareness, education and economy. It is therefore necessary to propose, to them, lasting solutions!

3.2.2.4 Expected impact

The CSSR remains keenly aware that appropriate solutions and thoughtfulness depends on very complex conditions and is binding and inherent in this kind of event. It is evident that a horse needs to be loaded in a truck to come to have his Classes.

3.2.2.4.1 In the economic sphere

Our "scene" is now in its 47th edition. A good cohesion and stability, and probably a solid friendship, characterized those responsible for the department for... years: it is not so easy for the CSSR to become established and disrupt the tested process, even if its members come from competition.

Another new challenge: to better reconcile our objectives, analyse and provide measures specific to each department, while encouraging the almost unanimous approval of members.

To realize lasting improvements and to be responsible, without the skyrocketing costs that could accompany such moves.

3.2.2.4.2 In the social field

It has long been recognized that social impact caused by the CSI-W/CAI-W is very strong; remember the crucial role of some 700 volunteers essential to the event!

We encourage the OC to continue to allow young people around to discover the contest to attend some events, including the "Jockey Club Classes" that allow local riders and the wild cards, that were won by the Swiss-french riders during the previous year.

The Little Dreams Foundation, sponsorship of promising young athletes, riders in our application, offers a "clinic" (training) for some hopefully, arguing finally one of them in his sport adventure.

We support actively the OC to continue to organize promotion of the young Swiss horses by presenting them in the exhibit arena with free jumping and on the main arena the international young horses in the Youngster Tour.

Any sporting event is coloured by a very wide range of individuals. The diversity is present, accentuated by the scores of nations represented and supported by a warm public. The sport affects everyone at all levels of society!

The message of the CSSR must apply to the personal behaviour of individual visitors to this event. Indeed, we have to play now and to advise the population, educate a maximum of spectators, show the way so that the global environmental challenge can be optimized, materialized and become a reality.

At the previous edition, the CSSR had assumed management of an internal sorting system, independent of that made by Geneva-Palexpo. It has benefited in particular the assistance of a dozen people from Hospice General. We also propose to the Committee to promote, by such actions, aid for social integration.

3.2.2.4.3 In the environmental area

For our approach, we intend to reduce the footprint of this event. The environmental damage is enormous and we hope to be supported in our goals, by the heads of departments, as well as by all employees, volunteers and companies that works for the CSI-W/CAI-W.

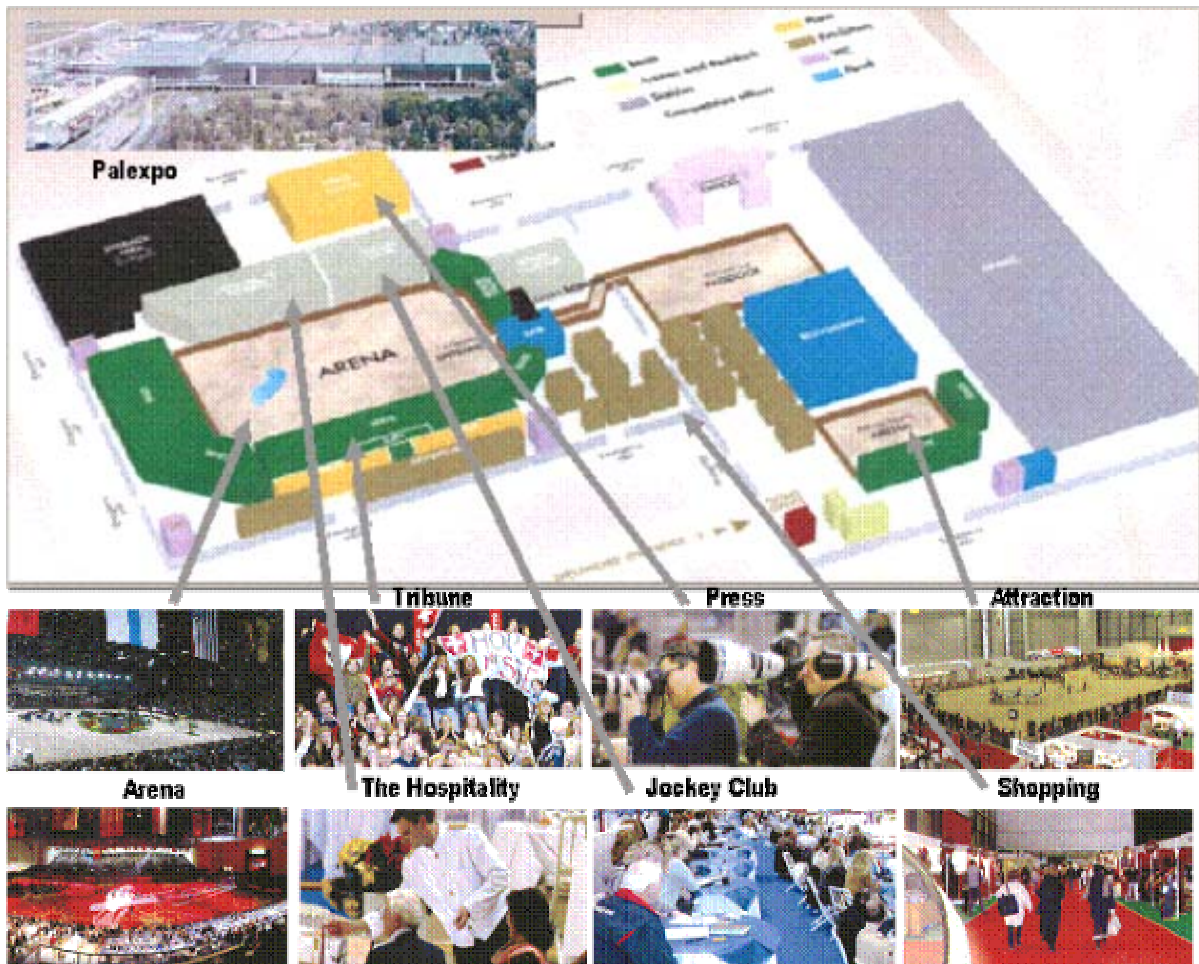
Without losing ourselves in the details, we must, follow a detailed analysis, identifying constantly points that are unsatisfactory to harmonize them as sustainable.

Geneva-Palexpo is close to a wide range of public transport services. The survey, however, revealed that many visitors preferred to use private cars...

Therefore, we are trying to educate and influence people to use public transport! Trying also to affect the scheduling of events to make them "public-transport-combined entry ticket"!

3.3 The CSI-W/CAI-W Geneva concept

3.3.1 The plan of the event



3.3.2 The actual CSI-W/CAI-W has always some sustainable approach

We find below, a non-exhaustive list of the actual responsible vision of the CSI-W/CAI-W, through the themes of social, economic and environmental while also thinking about the stakeholder.

- The show has existed since 1926 with 47 presentations that is a durable event for this length of time.
- OC made up of 32 people, that is mixing motivation and responsibility, as the good recipe of their passion.
- The ambiance, the tradition and the fidelity are certainly three of the reasons why the organizers have no trouble in mobilizing the 700 volunteers needed each year. Each volunteer receives and wears a t-shirt from Schwitcher, one of the best companies in responsible textiles.
- The fidelity and loyalty of the sponsor is a sign of greatness.
- The hospitality terrace is reserved for sponsors and companies wanting to entertain their guests in an exclusive setting and encourages exchange.
- The Jockey Club is a private enclosure reserved for members.
- The shopping village is an opportunity for commercial enterprises to meet spectators who are walking along the stores.
- Attractions provide to the spectators unforgettable moments charged with emotion, precision, simplicity, humour or elegance.
- CSI-W/CAI-W is a member of the STS⁸. One of 14 most important sport events of high level in Switzerland.
- Media coverage of the event, on television, the radio and in the written press. Thanks to the video technology, at the rider's corner, the competitors can review immediately their performance.
- The official hotel is located at 50 meters from the hall and a limousine service is at their disposal in the official village.
- The grooms love this competition because their housing is close to the horses rather



⁸ Swiss Top Sport. (www.swisstopsport.ch)

than being many kilometres away. In addition the OC provides sufficient sanitary and showering facilities. The grooms receive compensation per day.

- Veterinary examinations, horse inspections and passport controls, measures against doping and protection of animals.
- The seating at Palexpo, with its advantages of infrastructure, local transport and housing.
- Most of the equipment is reusable, or stored for future years (sand tracks, decorations have been partially recovered from stores instead...), is recoverable (trees, flowers, grass is replanted...), etc...



- The CSSR has established a system of sorting and internal management of waste. Teams rotating forces "ReTRlcycles" have continuously paced the aisles of Geneva-Palexpo. Thus, management at the source, awareness of spectators, competitors, as organizers and staff.

A location-hidden from the public-a permit to conduct a "second" sorting.

- The trophies awarded at the Top ten are created and manufactured by a local artisan.

3.4 The Social or Sustainable Responsibility

3.4.1 The CSR definition

MHCi Definition, EU Definition⁹...

MH CSR Definition

*"Corporate Social Responsibility is concerned with treating the stakeholders of a company or institution ethically or in a responsible manner. 'Ethically or responsible' means treating key stakeholders in a manner deemed acceptable in civilised societies. Social includes economic and environmental responsibility. Stakeholders exist both within a firm and outside. The wider aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation or the integrity of the institution, for peoples both within and outside these entities"*¹⁰.

⇒ Are these definition could be applied to our approach in the sport events? I think we can answer by a "Yes". Effectively, through the management of our show, we are demonstrating

⁹ EU. 2002. *White Paper*.

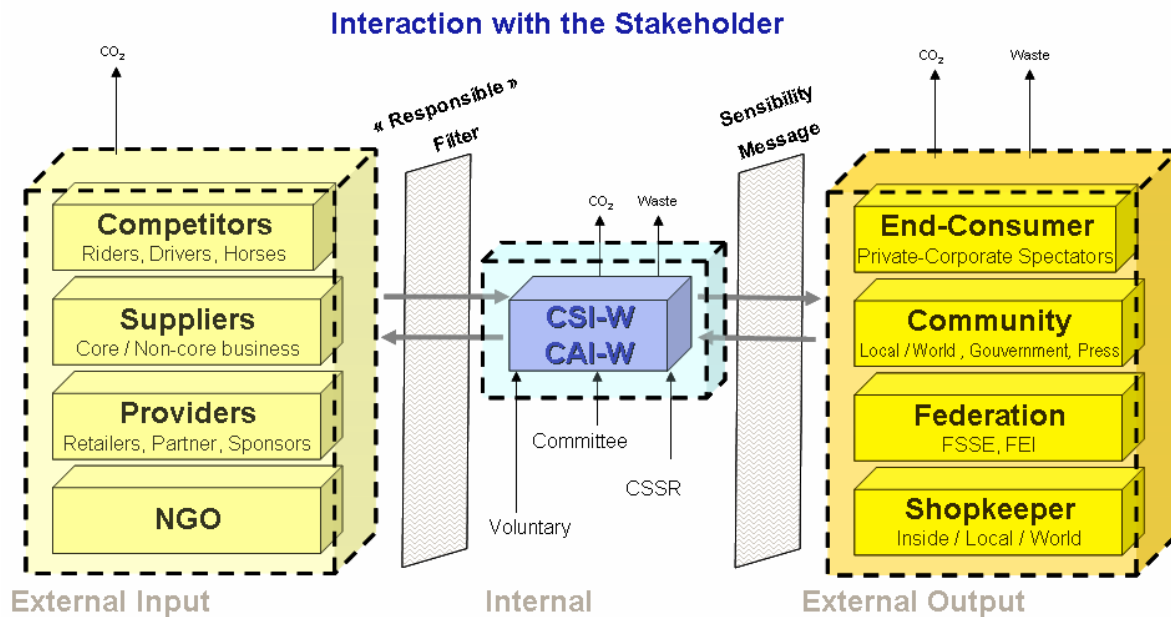
¹⁰ Hopkins, M., updated by author January 2008. [1] (p.1)

that “It is possible”. We treat the stakeholders in an ethical or in a responsible way according to the manner of our definition. Social responsibility includes economic and environmental responsibility. If you analyze this event, we create higher standards, as these events have often been praised by the competitors for their discipline and friendliness. 47 shows mean a long term vision and profitability. With this short comparison between actions and definition, we can say CSR is applicable to sport.

We must change the terminology of C for Corporate by another word, by example by C for Cultivating Sport Responsibility, but it is just a question of vocabulary. Most of all it is to be conscious of the importance of having “CSR”.

3.4.2 The Stakeholder

In order to have some actions to improve the CSR in the CSI-W/CAI-W, before to determining a list of actions (see next part), it is important to know the stakeholder. For this reason we will list our stakeholders to be sure, we don’t miss any of them. In this way, for each action we will think of our stakeholders if we respect the definition of the CSR. We strive to give our stakeholders the highest quality of service.



3.4.3 The ethic

✚ Ethic Definition

“Ethics is the thought process that comes into play when we are deciding between right and wrong, or more typically, about weighing two rights.”

It’s establishing the process of using appropriate principles of decision-making, when

different values come into conflict with each other”¹¹.

In other words:

- Ethics is a process to translate **values** into **actions** and **decisions**

Or other definition









- Ethics is a tool to reach an **agreement** around the **moral legitimacy** of actions, decision, policies (nominative criteria, moral awareness, moral imagination and moral reasoning)¹²

CSI-W/CAI-W has clearly an ethical approach, we have a moral approach for all of our actions, but to formalize this thinking, we have adopted these three FEI code as our line of conduct¹³ and FSSE which adopt also FEI Code.

- The FEI Code of conduct for the welfare of the Horse
- The FEI Code of Conduct towards Environment & Sustainable Development
- The FEI Code of Conduct towards Fair Play

3.4.4 The 15 point programme for CSR¹⁴

Is the 15 point programme for CSR in an enterprise is applicable for an event and what is the situation with the CSI-W/CAI-W and CSSR?














| 15 point programme for CSR | | |
|--|--|---|
|  = done  = to be done  = Not applicable | | |
| 1 | Identify business goals and decide upon the purpose of social responsibility programme. How does the long-term vision match up with business goals? |  |
| 2 | Identify problem areas or areas of opportunity to enhance corporate social responsibility |  |
| 3 | Research: What are the latest business standards? Check out SA8000, AA1000, GRI, ILO conventions, WTO discussions, Caux principles, UN Global Compact and so on. What are the key issues for us as a business and why? |  |
| 4 | What are our competitors doing on CSR? Who is producing the best social report? |  |
| 5 | Identify our key stakeholders and check what we are currently doing with them |  |

¹¹ Hoffman, M., *Ethic Definition*. (CAS CSR Geneva)

¹² De Colle, S. *Course on Business Ethics*. (CAS CSR Geneva)

¹³ FEI. *Code of conduct*. [23]

¹⁴ Hopkins, M., *15 point programme for CSR*. (CAS CSR Geneva)

| 15 point programme for CSR | |  = done  = to be done  = Not applicable |
|----------------------------|---|--|
| 6 | Identify the key indicators to measure our progress as a socially responsible enterprise |  |
| 7 | Ensure that our code of ethics has been distributed and discussed with all stakeholders and indicate how that has been done. The quality of this process is essential for an effective outcome |  |
| 8 | Verify that our suppliers have adopted a code of ethics in dealing with us |  |
| 9 | Identify and brainstorm programmes on what more, if anything, we can do |  |
| 10 | Make a recommendation on what NGOs and/or business net works we should contribute to (for instance conservation, charity, community associations, sporting associations, and so on.) |  |
| 11 | Prepare a list of suggestions on how our products might be made more socially responsible. Ideas could be gleaned from all stakeholders who should be canvassed accordingly for instance could we be more cost effective, more environmentally friendly, more truthful in marketing and sales, improve our external communications? |  |
| 12 | Identify the costs and benefits of the proposals |  |
| 13 | Implement the activity or programme ensuring that it relates well to other proposals in the pipeline |  |
| 14 | Research and develop a series of advertisements to show what we are doing in the area of CSR and market the programme accordingly. Ensure that we can back this up with internal consistent practices since this is a dangerous pitfall if that is not the case |  |
| 15 | Evaluate the social responsibility proposals against cost/benefits |  |

We can see from the table above that 15 point is absolutely applicable to an event.

“Sport and CSR are truly compatible”

4 How to increase and how to measure

What can we do better? In this part, I will demonstrate how to increase the sport responsibility through some concrete actions. We will try to implement these actions for the next edition. The list of actions will be categorized as the "Olympic movement's Agenda 21, sport for sustainable development"¹⁵.

Why this structure? Because the equestrian sport is the only Olympic sport, which is performed in union with an outstanding ambassador of nature and the animal world: the horse.¹⁶

To be on the top, we will implement a management system bases on the quality "TQM" (Total Quality Management) and a methodology to measure our progress through a balance scorecard.

4.1 Management system





4.1.1 TQM

ISO TQM Definition

*"TQM is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society."*¹⁷

For our approach on the TQM, we will implement the **PDCA** (the **Deming**¹⁸ cycle) to improve our quality management system.



| | |
|---|---|
|  Plan: | Analyze of the responsible aspects. |
|  Do: | Find some track and get the approval of the Direction. |
|  Check: | Monitoring the application and the results (balance scorecard). |
|  Act: | Execute, prevent and correct |

One of the solutions to follow our PDCA is to use an analysis **FMECA**¹⁹, for all of our process, this is a very long work, but it is the price to be paid to improve our quality. Just as an illustration, I include an extract. This work will be elaborated in a future time to understand the working of the CSI-W/CAI-W better.

¹⁵ Olympic movement. *Agenda 21*. [20]

¹⁶ FEI. *Code of Conduct*. [23]

¹⁷ ISO 8402. 1994. *Total Quality Management*. [14]

¹⁸ Deming, W. E., *Plan Do Check Action. Continue Improvement*.

¹⁹ *Failure Modes, Effects and Criticality Analysis*. (www.fmeainfocentre.com)

| PROCESS: STABLE MANAGEMENT | | | | INPUT : WASTE SORTING | | | OUTPUT : RECYCLING | | | | | | |
|---|--|---------------------------------------|---|---|--|---------------------------------|---|---|---|--|---------------------------------|---|---|
| Sequence and failure mode (manner in which the failure occurred) | Effect of failure (consequences for the user) | Cause of failure (event initiator) | Detection mode (how highlights the failure mode / measure) | Evaluation | | | With quality management | | Result | | | | |
| | | | | D e t e c t i o n | O c c u r r e n c e | G r a v i t y | C o n t r o l P o i n t s t o c o n s i d e r | P r e v e n t i v e a c t i o n a n d c o r r e c t i v e | D e t e c t i o n | O c c u r r e n c e | G r a v i t y | C r i t i c a l i t y | |
| Bad management of litter and manure | Impossible to use manure to produce gaz | Lack of clear instruction | Small volume of manure recycling | 5 | 4 | 3 | 60 | Check at every movement of container | Create instruction and evry day repeat the instrucion | 1 | 2 | 3 | 6 |
| Mess on the area of containers | Impossible to use manure to produce gaz | Lack of recycling container | On the reception of the container | 2 | 5 | 3 | 30 | Implement rounds in the stables | Increase the number of container and round | 1 | 1 | 3 | 3 |
| ... | ... | ... | ... | 0 | 0 | 0 | 0 | ... | ... | 0 | 0 | 0 | 0 |

Evaluation = Note 1 (Low) =>5 (High)
Ratio of criticality = 0x0x6

4.1.2 Objective of the Olympic movements Agenda 21²⁰

The objective has been inspired by the UNCED Agenda 21. The Olympic movement has adapted it to the specialty of the Olympic and sports. This program gives three objectives:

- Improving socio-economic conditions
- Conservation and management of resources for sustainable development
- Strengthening the role of major groups

4.1.3 Track improvement

The goal, after having consolidated our effort that the OC is to be aware of the need to act, and having won its confidence in and the support, we will focus on this track of improvement. This is an extract of our list. More details will be found in our report to be qualified by “Ecosport”. This document is currently being prepared. I have regrouped some of our actions through the Sport Agenda 21 program.

4.1.3.1 Improving socio-economic conditions

- **Sponsoring:** the CSSR has already launched some requests to attract new partnerships or to retain those who have already given us their trust in order to help us to finance our goals.
- **The halls of Geneva-Palexpo:** the installation of the event, the arrival of trucks from competitors and exhibitors forces them to constantly open the doors of the hall. We will organize a precise schedule to have a better management of the comings and goings of everyone in order to limit losses, by a better management of the doors. The environmental concern of Geneva-Palexpo and the measures implemented (hydropower,

²⁰ Olympic movement. *Agenda 21 Sport for sustainable development*. [20] (p. 23)

solar panels, heating gas, with excellent public transport, car parking) supported our approach and reinforced our logical. To increase our vision, during the event, we will subscribe for green electricity, with our supplier.

- **Deposit and stock:** the event generates gorgeous amounts of material (special sand, obstacles, decoration, carpet...) reused year after year. The OC calculates about the profitability about far and cheap sites for the storage, but is costly in energy during the transport. Other calculations concern the choice of suppliers, economic; the survival of the event is depending! Respecting our leitmotif of respect for the environment, the CSSR does not desparate to influence some choices.

4.1.3.2 *Conservation and management of resources for sustainable development*

- **Eco-effort:** CSSR will obtain one or two pages in the official brochure, to explain our approach, inform of the turn of the event to an eco-responsible, presenting a range of eco-efforts, to help spectators to become aware and to bring them to become actors to the purpose of the sustainability.
- **Transport:** consider to have hybrids, electric or powered by natural gas vehicles (runway maintenance and courtesy car). The internal ambulance for human already works by electricity from 2007. We encourage diesel vehicles to have particle filters! Seek the use of public transport (TPG), organising special courses (off-hours) if competition can not finish earlier (TV channel constraint, for example). The railway station is at 600m of the halls, TPG stops just in front of the main entrance! We will develop a combined ticket for public transport and entry to the show. We will develop the car sharing by implementing a website for the user.
- **The waste sorting:** the efforts about the waste sorting have left some gaps. The CSSR will propose for the next edition:
 - to install containers (PET, glass, aluminium, paper,...) at the bottom of each access to the seats,
 - to install in all areas reserved (public, stables, catering,...) some accessible and visible sites, more practices, for the filing of waste,
 - to create a better waste management within the OC, as well as for the exhibitors, catering, etc...
 - to create a structure (volunteers and special containers) for having a better management of the litter and to encourage grooms to be aware about recycling.

The approach is therefore to dramatically improve the management of all waste generated during the four days of the event and during the assembly and disassembly. We will try to obtain a revalorisation of 100% of our waste and ensure proper care of such waste at the end of the line. An example with manure we can produce gas.

- **Catering:** we will inform and support the OC to have glass, cutlery and recyclable plates only. The "paper packaging" will also be reduced to a minimum. The marketing of local products is also under study. Indeed, it would be interesting to host regional producers, allowing the dissemination of their product range. Suppliers and exhibitors will be asked to also submit products Fair Trade or/and Bio and to promote local products.
- **Communication:** increase the communication media of the event to be more environmental friendly. It is obvious that some sponsors will see a dim view of a program magazine with lesser brilliance. The CSSR must convince them of their commitment, so their image can be a winning one!
- **Recycled paper:** for the 47th edition, the CSSR has already imposed in the event the use of FSC and recycled paper, hand paper is also recycled. We will encourage using more email or big screen for communications and suggest thinking to environment before printing email.
- **The stables:** the requirement of the FEI for the security requires a heavy management and a very complex organization, access is highly restricted. However, it is imperative to also have containers for sorting waste, as well as many locations and be very accessible for the deposit of waste, litter and manure.

4.1.3.3 Strengthening the role of major groups

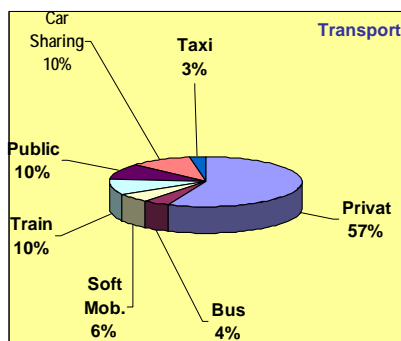
- **Daily theme:** we will encourage the OC to establish daily themes from the 48th edition, in order to engage the public to increase their active and friendly participation. To bring on a smile, we also intend to work with "clowns" who are very popular with the young... as well as the old. We also hope they share a playful interactivity with the public, in a gesture of sorting out environmentally friendly examples. At the end of the show, we will create a closing ceremony with all the volunteers thanking the spectators.
- **Open to children:** we also propose creating a more open event, to propose that many people outside the equestrian world can discover the world of horse sports, equestrian activities as alternatives and on backstage... We ask the OC to maintain an old tradition - involve more schools of the city: drawing competition, discovery horses and ponies, informing about security, needs, respect of animals, making physical contact (touching,

stroking a horse, pony, donkey, sheep, rabbit,...), discoveries of other species, according the kind of attractions present (eagles, falcons, camels, mules,...) and to empower them to create a place, a petting farm for example, where children might interact with horses and other animals, following the presentations.

- **Share with other community:** we will continue to find other solutions to share the horse show with other communities. Also a forum for veterinary or we could share the emotion with the polo or with the ice hockey in promoting the Geneva team during our show and they could invite our entire voluntary team to a match of hockey.

4.1.4 Survey

The CSSR designed and carried out a survey, targeting means of locomotion and sorting waste, in order to understand the needs, desires and uses from the visitors of the event. The survey, at the 47th edition, found, especially, that the customers of the exhibitor’s village (they buy...) will not be pushed, they nevertheless have environmental expectations that we must address.



Some data and analyze:

- **Transport:** 60% by privat transport (87% alone) / 10% car sharing.
- **Waste sorting:** 57% practice the recycling at home / 31% thinking to do / 12% think it is a fashion.
- **Suggestion:** adjust public transport timetable / increase the number of recycling container near the seats.

We will try to influence and change these use by our behaviour and by messages to become aware.

4.2 Measurement

4.2.1 Balance scorecard

You will find an extract of our balance scorecard; this is an excellent instrument to follow the progress of our objectives and main actions. In one page we can understand exactly what is the situation (progress, problem, next step, etc)²¹.

²¹ Balance Scorecard. [13]

| OBJECTIFS / ACTIONS PLANS | Responsibles | Comments / Next step / Documents | Priority | Deadline | % | State | Budget | Sponsor |
|---|--------------|--|----------|----------|-----|-------|---------|---------|
| Improving socio-economic conditions | | | | | | | | |
| Sponsoring | CRT | Attract new partnerships | 1 | 30.08.08 | 50 | 🟡 | ... CHF | 📈 |
| Halls of Palexpo | CRT | Energy management | 2 | 30.11.08 | 80 | 🟢 | - | - |
| Door management | CRT | Better management of the opening door for transport | 2 | 30.09.08 | 100 | 🟢 | - | ✗ |
| Energy | CRT | Choice green energy for the activity | 3 | 30.09.08 | 80 | 🟢 | ... CHF | ✓ CO |
| Deposit and stock | CRT | Storage with a minimal footprint impact | 2 | 30.09.08 | 50 | 🟡 | ... CHF | ✗ |
| Mgt of resources for sustainable development | | | | | | | | |
| Eco-gesture | EGL | Include on the programm 10 eco-gesture | 3 | 30.09.08 | 10 | 🟡 | ... CHF | 📈 |
| Transport | PRT | Increase the green mobility | 2 | 30.09.08 | 40 | 🟡 | - | - |
| Car-sharing website | PRT | Implement and manage for the event a car-sharing website | 2 | 30.09.08 | 60 | 🟡 | - | ✗ |
| TPG combined entry and transport ticket | CO | Negotiate with TPG better timetable and combined ticket | 3 | 30.09.08 | 30 | 🟡 | ... CHF | ✓ TPG |
| ... | ... | ... | ... | ... | ... | 📧 | ... CHF | ... |
| Waste sorting | PRT | ... | 1 | 30.11.08 | 30 | 🔴 | ... CHF | ... |
| ... | ... | ... | ... | ... | ... | 📧 | ... | ... |
| Strengthening the role of major groups | | | | | | | | |
| ... | ... | ... | ... | ... | ... | 📧 | ... | ... |

4.2.2 NGO and labels

The NGO Swiss Olympic has an interesting system of distinction “Ecosport” for the sport event. The first step is to obtain the distinction and then we hope to improve our scores. With this method you can measure your progress along the time. Another purpose is to win a prize from the “Bourse cantonale of sustainable development”. To do this, we must propose and realize an innovating project. We hope with all of our ideas, we will have good chance to win it and that our model might help other organizers.

And that is not the end, as our target for 2010, is to find another NGO for example SAD Swiss Academy for Development (Sport branch) to label and improve our capacity and to diversify our external performance measurement.

4.2.3 Indicators

MHCi CSR Indicators²² measurement – elements, indicators and measures

| Framework | Indicators | Measure | CSI-W/CAI-W |
|---|--|-------------------------------------|-------------|
| Level I – Principles of social responsibility ✓ = existing 🟡 = In preparation ✗ = not existing or not applicable | | | |
| Legitimacy | Code of ethics or Vision statement | Published? Distributed? Monitoring? | ✓ |
| | Development vision | Published? | ✓ |
| Public responsibility | Litigation involving corporate lawbreaking | Amount, size? | ✗ |
| | Fines resulting from illegal activities | Amount? | ✗ |

²² Hopkins, M., *CSR measurement – elements, indicators and measures*. [2] (p.166-168)

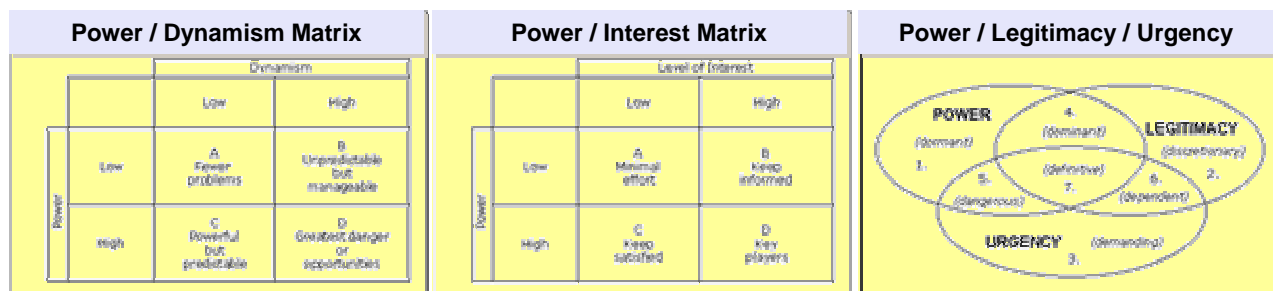
| Framework | Indicators | Measure | CSI- W/CAI -W |
|--|--|---|---------------------|
| | Contribution to innovation | R&D expenditure | ✓ |
| | Job creation | Number of net jobs created | ✓ |
| <i>Managerial discretion</i> | Code of ethics | Managers and employees trained? | ✓ |
| | Managers convicted of illegal activities | Number, amount? | ✗ |
| Level II – Processes of social responsibility | | | |
| <i>Environmental scanning</i> | Mechanism to review social issues relevant to firm | Exists? | ✓ |
| <i>Stakeholder management</i> | Analytical body for social issues as integral part of policy | Exists? | ✓ |
| | Social audit | Exists? | ✗ |
| | Ethical accounting statement | Exists? | ✓ |
| <i>Issues management</i> | Policies made on basis of analysis of social issues | Firm's regulations and policies | ✗ |
| Level III – Outcomes of social responsibility | | | |
| <i>Internal Stakeholder effects</i> | | | |
| <i>Owners</i> | Profitability/value | Share value, return on investment, etc. | ✗ |
| | Corporate irresponsibility or illegal activity | Fines, number of product recalls, pollution performance measured against some industry standard | ✗ |
| | Community welfare | Amount of giving, programmes as % of earnings | ✗ |
| | Corporate philanthropy | Amount of pre-tax giving to SD projects as percentage of earnings | ✓ |
| | Code of ethics | Published, distributed, trained | ✓ |
| <i>Managers</i> | Code of ethics | Trained in code of ethics and apply in demonstrable and measurable ways | ✓ |
| | | Rank of manager responsible for applying code | ✓ |
| <i>Employees</i> | Union/staff relations | Evidence of controversy, good relations | ✓ |
| | Safety issues | Litigation, fines | ✓ |
| | Pay, pensions and benefits | Relative ranking to similar firms (measuring % spent on employee benefits, programmes, etc.) | ✗ |
| | Layoffs | Percentage, frequency, individuals chosen | ✗ |
| | Employee ownership | Amount by per cent | ✗ |
| | Women and minorities policies | Existence, rank with similar firms, litigation | ✗ |

| <i>Framework</i> | <i>Indicators</i> | <i>Measure</i> | <i>CSI- W/CAI -W</i> |
|---|---|--|------------------------------|
| | | and fines | |
| <i>External Stakeholder effects</i> | | | |
| <i>Customers / consumers</i> | Code of ethics | Evidence of application to products or services | ✓ |
| | Product recalls | Absolute number, seriousness demonstrated by litigation or fines, percentage of total production | ✗ |
| | Litigation | Amount of fraud, price fixing, antitrust suits | ✗ |
| | Public product or service controversy | Seriousness, frequency | ✗ |
| | False advertising | Litigation, fines | ✗ |
| <i>Natural environment</i> | Pollution | Performance against index, litigation, fines | ✓ |
| | Toxic waste | Performance against index, litigation, fines | ✓ |
| | Recycling and use of recycled products | Percentages | ✓ |
| | Use of ecolabel on products? | Yes/no? | 🌀 |
| <i>Community</i> | Corporate giving to Community programmes | Amount, percentage | ✓ |
| | Direct involvement in community programmes | Number, outcomes, costs, benefits | ✓ |
| | Community controversy or litigation | Number, seriousness, outcomes | ✗ |
| <i>Suppliers</i> | Firm's code of ethics | Applied to all suppliers | 🌀 |
| | Supplier's code of ethics | Applied | 🌀 |
| | - Litigation/fines | Number, amount, outcomes | ✗ |
| | - Public controversy | Amount, outcome | ✗ |
| <i>External Institutional effects</i> | | | |
| <i>Business as a social institution</i> | Code of ethics | Published and applied | ✓ |
| | Generic litigation | Amounts, number, outcomes | ✗ |
| | Class action suits | Amounts, type, number, outcomes | ✗ |
| | Public policy and legislation improved due to pressure from corporation | Yes or no | ✓ |

By entering the data in the table, I notice that we can use this table to measure the CSR performance in a sports event. It will be comfortable to adapt some vocabulary from the business to the sport, but it is really a minor adaptation.

4.3 Next step

- **Implementation:** first implement the list of our purposes and monitor the results.
- **Label:** try to obtain our Ecosport distinction and to win the price of “bourse cantonale” of sustainable development.
- **Better knowing our stakeholder:** if we want more support or influence, it is essential to go further through the knowledge of our stakeholder. For this we will use the methodology of the power matrix²³ and participate to the “CRITICS”²⁴ to obtain our index.



- **Better knowing our supplier:** by making a survey and not only a discussion with our supplier to ranking them on their responsibility.
- **CSSR Report:** today we produce a debriefing on the CSSR tomorrow, we will explore the track to produce a CSSR Report based on the GRI²⁵ standard or a home made version with the focus to be easy to read.
- **Footprint:** a carbon footprint gives us better knowledge of our level of pollution and so we can find some ways to decrease it. If we can not decrease it, at least we can analyze the possibility of compensation.
- **SWOT:** do a SWOT analysis for each new track and compare the concurrence.
- **Monitoring:** develop the monitoring by giving more responsibility to the CSSR for internal monitoring and to a NGO or independent body for external monitoring.
- **Challenge:** the next CSSR’s challenge is to find more partners to his concept and the next OC’s challenge is to obtain the World Cup final in 2010, we cross the finger!

**“Encourage everyone who is taking part in the event,
 for having more sustainable manner”**

²³ Gardner et al. 1986. *Power Dynamism/Interst Matrix*. Mitchell, Agle, Wood. 1997. *Power/Legitimacy/Urgency*

²⁴ Hopkins, M. *CRITICS. Corporate Responsibility Index through Internet Consultation of Stakeholders*. (www.mchinterhational.com/external/rate-your-company.html)

²⁵ GRI. *Global Report Initiative* (www.glogalreporting.org)



5 Conclusion

The CSSR was created with the aim of approaching events and to offer tangible solutions to make it more responsible. Without an advertising purpose, the CSSR's objectives are to make sensitive, educate and inform on the gestures to be more responsible. The first implication is on the CSI-W/CAI-W, a sporting event of such magnitude and complexity (by the presence of horses from around the world), taking place in December at the Geneva - Palexpo.

To achieve this, the CSSR began by analyzing any behaviour during the event. Following these assessments, the CSSR has intervened on the field for all areas of its freedom of action. It gave to the OC ideas and concretized solutions. The future will show how it will support and assist in its implementation.

Healthy sport for horses and riders is a priority and not only a performance priority, because in the mind, there is a deep CHANGE.

The CSSR approach is to allow to events which have a sense of responsibility to be more responsible. If the CSI-W/CAI-W was the first to respond, the CSSR agrees to work with any other operators whose want to increase their social or sustainable responsibility.

In this document you can see that the CSI-W/CAI-W is already a good student but with our purpose we hope it will become the efficient volunteer!

I used a real case, in which I am active, and to explain how we can improve the responsibility on the event. I gave some solutions on how to manage it. In conclusion, I can say the CSR approach for the corporate is compatible with minor adaptation to the sports event or events. It also means that we may very well apply the CSR's canvass, not only to large companies but to SME. Think on your reflections at: if you want to be more responsible you must merge the economy, the social, the environmental and the governance in one thought. It couldn't work if you are thinking separately. With this merge, don't forget the impact on the stakeholder. In conclusion, it is very important to implement a quality and monitoring system management with a good internal and external monitoring tool to audit what you do. You must correct your action, adapt your behavior and make progress every time.

This quote from one of my friend will summarize exactly what the CSR is:

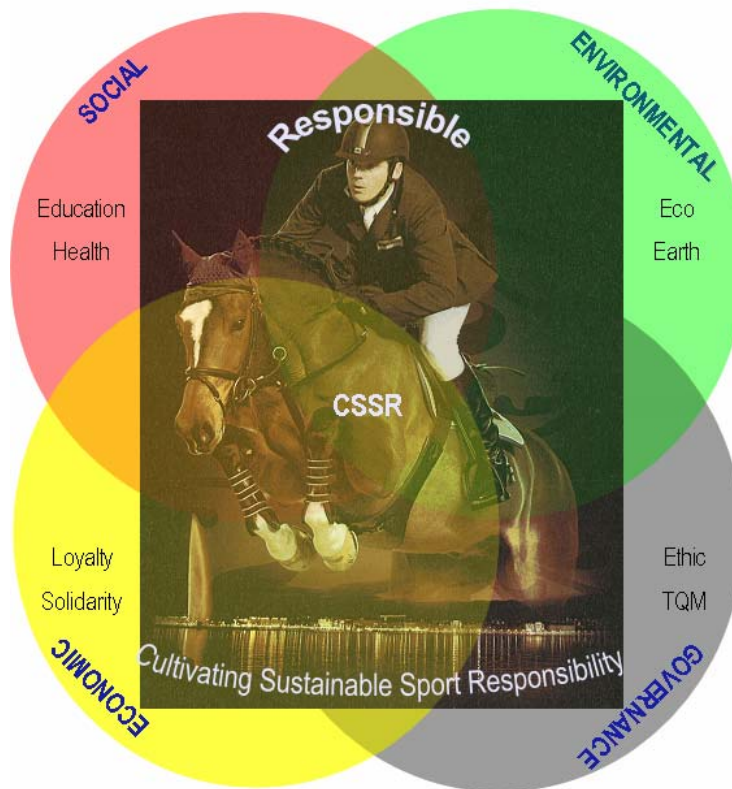
"Improves reputation, increases loyalty and confidence, improves the ability to recruit and retain top performers, raises stakeholder awareness and responsiveness, improves communication, fosters learning – new skills and competencies for staff, gives better risk

management, improves productivity and innovation, widens the customer base”

Further, CSR can help in coming to terms with changing external forces such as competitive pressures, financial pressures & sponsorship; demographic change, structural change; regulation and changing values²⁶.

“The Think of the END”

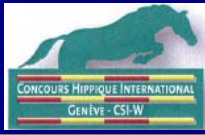
 **Responsibility, Passion, Integrity, Excellence, Initiative, Team work**



“Sustainable development satisfies the needs of the present generation without compromising the chance for future generations to satisfy theirs”²⁷.

²⁶ Hopkins, M. (CAS CSR Geneva)

²⁷ Brundtland Report. 1987



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