Background/Purpose
Recently, non-profit and community organizations have sought cross-sector partnerships with the private sector to acquire competencies and resources necessary to address social needs. However, while organizations may view their involvement as corporate social responsibility (CSR), they may be reluctant to participate, believing that they have a fiduciary responsibility to shareholders (Friedman, 2007). Porter and Kramer's (2011) concept of shared value, which builds on instrumental stakeholder theory (Freeman, 1984), has the potential to overcome the challenge of competing stakeholder needs. Shared value is the concept of addressing social and environmental needs, while developing profitable business returns and providing a competitive advantage (Porter & Kramer, 2011). Although the concept of shared value is inherent in the health sector, it can also be applied within the sport industry. The purpose of the present study was to investigate how sport organizations can profit by creating shared value and strategically incorporating social concerns into their business operations and interactions with stakeholders. This can allow researchers and practitioners to move the concept from theory to practice, and open the door for a new way of understanding and implementing social programs.

The context for this research is a health promotion program aimed at improving the health of overweight male ice hockey fans. The program, called Hockey Fans in Training (Hockey FIT), utilized several cross-sector partnerships including two sport organizations, a for-profit fitness organization, a non-profit charity organization, and the educational institution involved in the current study. Hockey FIT's 12-weekly sessions were hosted in local hockey facilities or the affiliated private fitness facility and consisted of hockey-related physical activity and an educational component that included nutritional information and emphasized lifestyle changes. In addition to addressing a growing social issue (i.e., obesity), partner organizations had the opportunity to enhance the competitiveness of their organization through their participation.

Theoretical Background
This study utilizes Porter and Kramer's (2011) concept of creating shared value, and is theoretically informed by Peterson, Pfister, Mazzuri, Wendel, and Hooson's (2014) Shared Value Strategic Planning Process. Peterson et al. (2014) present a four-step process that managers can apply when strategically planning a shared value initiative. First, managers must scope social needs and barriers within society to establish a baseline. Second, when designing the initiative, they specify both social and business-related goals, while identifying potential risks, relevant stakeholders, and their capacity to contribute. Third, managers develop a strategy for measurement whereby specific measures are identified, prioritized, and a cost-effective design is selected. Lastly, managers execute the shared value initiative and measurement is conducted on an ongoing basis, using the insights gained to unlock further value.

Method
Qualitative data was collected from stakeholders (N = 37) who participated or had a role in delivering Hockey FIT. Fifteen Hockey FIT participants attended focus groups and one-on-one interviews, and an additional 13 took part in only one-on-one interviews. Other stakeholders interviewed include the session instructors (n = 4), program designer (n = 1), representatives from the associated hockey organizations (n = 3), and a representative from the associated fitness facility (n = 1). The semi-structured interview guides were developed for each specific stakeholder and questions focused on their motivation for participating, how they became involved, what (if anything) they hoped to gain from their involvement, what measures they used for evaluation, and whether they felt the program was successful in achieving their goals. Data was analyzed using Corbin and Strauss’s (2008) grounded theory technique where a list of initial codes were created a priori from previous CSR and shared value literature. The data
was then categorized into Peterson et al. (2014)’s four-step Shared Value Strategic Planning Process.

Findings/Discussion/Implications
Preliminary findings indicated that in the first step of the Peterson et al. (2014) planning process, the non-profit charity organization and educational institution were primarily responsible for identifying a specific health need (obesity) of a sport organization’s stakeholder (male hockey fans) and collecting baseline data through primary and secondary sources. Stakeholders unanimously agreed that the fitness facility and two sport organizations should have been more active during step two – specifying goals and designing the initiative. Specifically, the program designer felt that Hockey FIT was successful in achieving its social goals, but was uncertain whether the business goals of each partner were achieved. Further recommendations were made during the third step of designing the measurement strategy. For example, the hockey organizations provided several suggestions for additional business-related measures to include when offering Hockey FIT in the future. During the fourth step, where the initiative is offered and ongoing measurement is conducted, the findings revealed the importance of effectively activating partnerships, as the primary criticism of participating fans was that the hockey organizations were not as actively involved as they had anticipated.

This research offers both practical and theoretical implications. The current study demonstrates the ability and efficacy for managers to use the Shared Value Strategic Planning Process (Peterson et al., 2014) when designing and implementing social initiatives within the sport industry. Furthermore, managers can utilize the findings when implementing future initiatives, or as rationale for justifying current programing and making necessary changes to create shared value. Community and non-profit organizations can incorporate the recommendations from the current study when developing cross-sector partnerships and as a means of convincing firms within the private sector to participate in social programming. This shared value approach has the potential to benefit sport organizations while contributing to meaningful social change.