AS Roma becomes first Italian football club to present an Impact Report

The Rome-based football club has presented its first Impact Report – drafted by ItaliaCamp with LUISS Guido Carli University’s Governance & Sustainability Research Centre – which analyses the value generated by its activities in the social, occupational, environmental, cultural and economic spheres.

Rome, 22 March 2017. AS Roma has become the first football club in Italy to produce an Impact Report. The aim is to use this innovative tool to provide an economic calculation of the ‘social’ return from the club’s investments in the 2015-16 season. The report analyses the activities AS Roma carries out both for its stakeholders and the city of Rome, measuring the potential impact in the social, occupational, environmental, cultural and economic spheres.

The study – conducted by ItaliaCamp Srl together with LUISS Guido Carli University’s Governance & Sustainability Research Centre – focuses on four areas: education and training for young people, club history and brand identity, fan relations, and the club’s role as an ambassador for the city of Rome. Twelve key performance indicators were identified for the four areas of analysis, which enabled the club’s 30 main stakeholders to be mapped out.

Giovanni Fiori, Director of LUISS University’s Governance and Sustainability Research Centre, explained: “Based on the scientific and academic indicators used, the prospective impact value generated by AS Roma’s activities at the end of the two-year period of implementation of the impact model can be estimated at between 10 and 15 million Euros.”

CONI President Giovanni Malago emphasised that the project reflects a radical shift in the sports world, which he believes is an increasingly significant economic industry for Italy: “There needs to be a change in the culture of sports management and greater awareness of sport’s social power. We must harness this power and reward practices that positively impact the economy and the lives of Italians.”

AS Roma President James Pallotta set out the reasoning behind the creation of an Impact Report, the first of its kind in Italy: “We have adopted this innovative method because we wanted to take a structured approach to measuring social impact. We are mindful of our moral obligation as a football club to play an active role in the local community.”

AS Roma CEO Mauro Baldissoni added: “The ultimate aim of the Impact Report is to place a tangible economic value on the many activities we run away from the game itself and the growth of the club and the AS Roma brand. More generally, it is a way to show the city what the Roma Model is all about.”

The wealth of information gleaned from the study has inspired the creation of a degree course focusing on topics related to impact management and measurement, an area in which LUISS Guido Carli University is the leading academic and scientific voice. LUISS General Manager Giovanni Lo Storto explained: “Our university is launching an undergraduate degree programme on impact investing strategies, and an observatory will be set up to carry out research into this model – first adopted by ItaliaCamp and AS Roma – which will be open to all companies interested in implementing this innovative philosophy.”

“It’s a fresh take on traditional sustainability reporting methods, in that it focuses on an economic and quantitative assessment of the results achieved and the changes generated within the market of reference,” ItaliaCamp S.r.l. CEO Fabrizio Sammarco explained. “The Impact Report shifts the analysis from the outputs of actions to the outcomes. It is also a strategic monitoring tool which can be used by any organisation that wishes to adopt it.”
IMPACT REPORT OVERVIEW

The first edition of AS Roma’s Impact Report, drafted by ItaliaCamp Srl with LUISS University Governance & Sustainability Research Centre, aims to calculate the social impact generated by AS Roma’s activities, using a series of parameters and indices that could help guide management choices.

The Impact Report, and impact reporting more generally, sets out to measure a company’s ability to generate positive impacts (or externalities) on the socio-economic context it operates in. It adopts a broader approach than sustainability reporting by focusing on an economic and quantitative assessment of the results, the changes generated in the market of reference, and the beneficiaries of a company’s actions; the focus of analysis is therefore shifted from outputs to outcomes. A sustainability report only describes the various socially responsible actions taken, without assessing the value of the impact they can generate.

The sports world – and how it influences the economy and society – requires different methods of analysis and representation to respond to profound changes in the effect that sports activities and the related infrastructures can have on their environment.

It was with this premise that ItaliaCamp and LUISS Governance & Sustainability Research Centre drafted the Impact Report. The document analyses and sums up the main activities that a club like AS Roma carries out – particularly in the city and surrounding area – describing the impact both on the club’s turnover and the wealth distributed among its stakeholders: fans, customers, suppliers, local and national institutions.

By mapping, analysing and quantifying (where this is objectively possible), the study details the externalities produced – or that could be produced in time – by initiatives and programmes that simultaneously improve the social, economic and environmental conditions of the community AS Roma operates in. For the first edition of the Impact Report, the analysis focuses on four areas which – besides the activities of the first team – are considered to be significant for the club: non-football aspects of the youth academy, brand identity and club history, fan relations, and the relationship between the club – in its role as city ambassador – and Rome.

For the four areas of analysis, 12 Key Performance Indicators (KPI) were identified. This led to the mapping out of the club’s 30 main stakeholders. The study demonstrates AS Roma’s ability to develop “emotional capital” – a key characteristic of the Roma Model, which aims to create real, functional value within the city.

All of AS Roma’s strategic choices are dictated and shaped by the desire to make investments that are capable of generating tangible, expectable and measurable impact on a social level. It is this new tendency that the Impact Report intends to analyse by using measurement tools and valuation metrics on both financial and social investments.

In order to thoroughly evaluate the impact generated, AS Roma will continue to work with ItaliaCamp and LUISS over the next two years to further develop methods for measuring and mapping impact activities. The aim is to produce an Integrated Impact Report that provides a comprehensive overview of all activities carried out. It is estimated that at the end of the two-year monitoring period the prospective impact value will be between 10 and 15 million Euros. This value does not consider potential increases in the areas of analysis or the boost provided by a club-owned stadium.